

A Recipe for Success

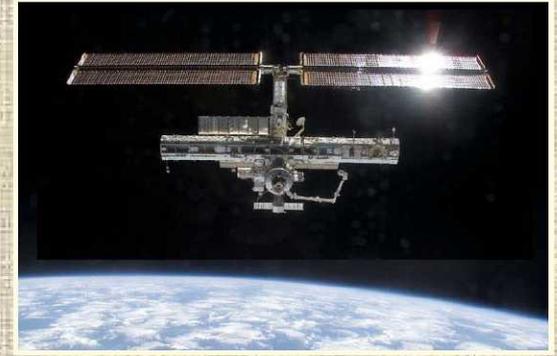
OSHA VPP and Wellness

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A Recipe for Success

Using Safety, Health and
Wellness Programs to Maintain a
Mission Focused, Productive
Workforce



The primary mission of the NASA Johnson Space Center is Human Space Flight.



Mission Control Center - Houston





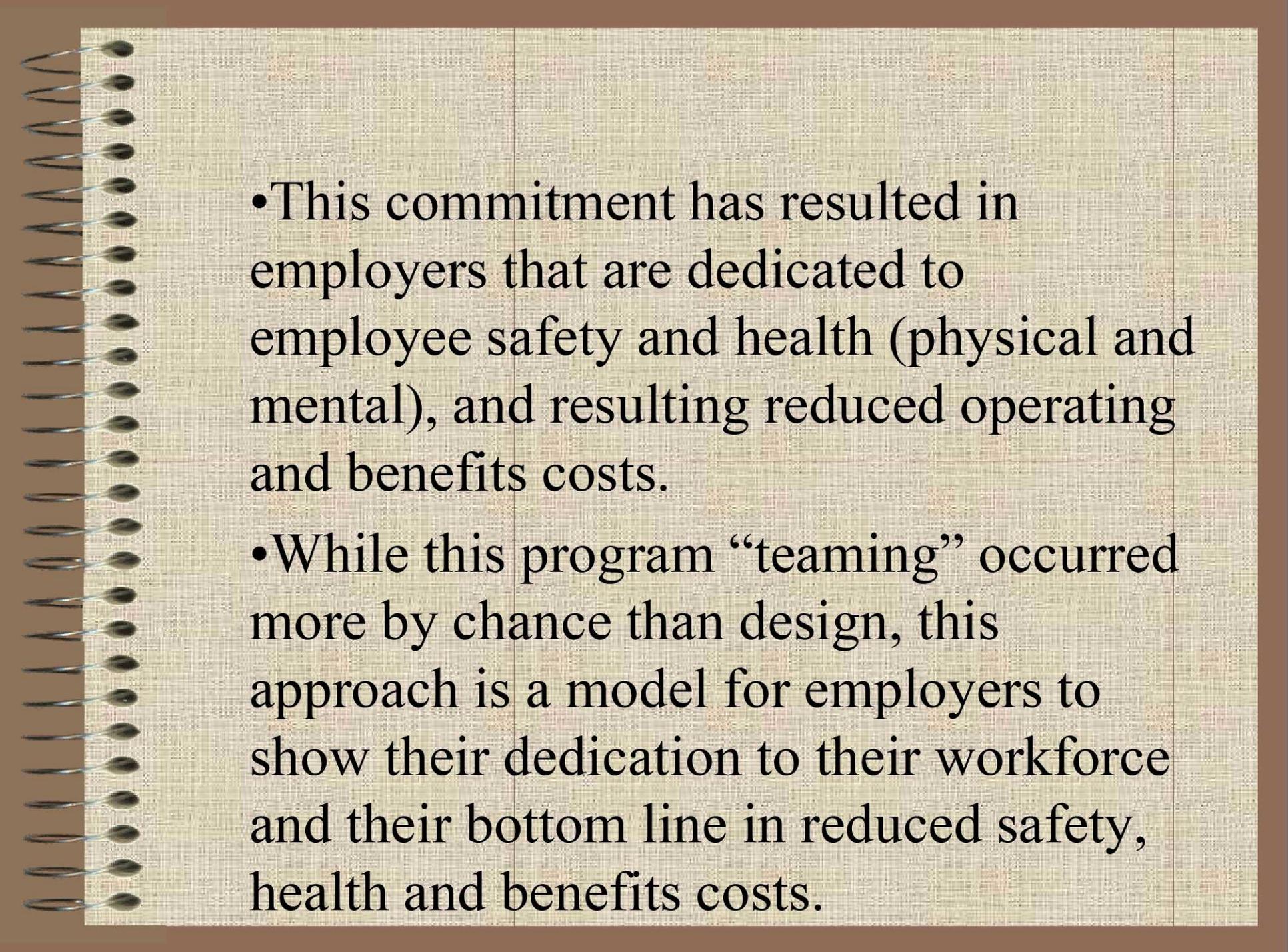
Achieving the mission in space requires that every person on the ground, more than 10,000 people, perform at their maximum capability to ensure mission success. From Flight Directors to technicians.



For employees to perform at their best, we have/had to ensure safe workplace and a healthy workforce.

For over 15 years, the Center has used the Occupational Safety and Health Administration's (OSHA), Voluntary Protection Program (VPP), and Health Promotion/Wellness, interchangeably to help maintain a workforce that is safe, healthy and motivated to achieve our mission.



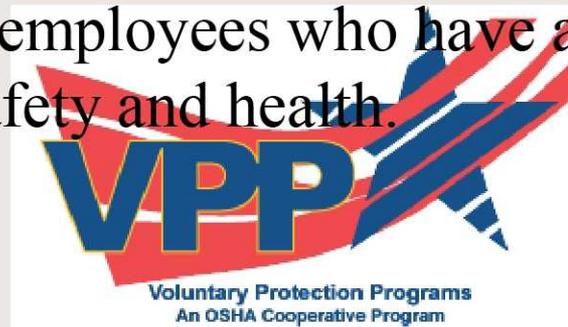
A spiral-bound notebook with a light-colored, textured cover. The spiral binding is on the left side. The page is filled with a grid pattern.

- This commitment has resulted in employers that are dedicated to employee safety and health (physical and mental), and resulting reduced operating and benefits costs.

- While this program “teaming” occurred more by chance than design, this approach is a model for employers to show their dedication to their workforce and their bottom line in reduced safety, health and benefits costs.

OSHA VPP Definition

- The Voluntary Protection Programs (VPP) promote effective worksite-based safety and health. In the VPP, management, labor, and OSHA establish cooperative relationships at workplaces that have implemented a comprehensive safety and health management system. There are three ways to participate in VPP: Site-based, mobile workforce, and corporate. Approval into VPP is OSHA's official recognition of the outstanding efforts of employers and employees who have achieved exemplary occupational safety and health.



History

- 1960-1992 JSC Institutional Safety and health program
- 1983- Health Related Fitness Program, Dr. Larry Wier
- 1992- JSC approaches OSHA for entry into VPP program
 - At that time federal facilities cannot participate in VPP
- 1993- JSC Total Health Program
 - First formal Wellness program at JSC, Site wide health fair “pond party”
- 1994 – N2O4 release at JSC
 - Institutional Safety becomes focus for Center Management. JSC Center Director instructs Safety to combine with health for Safety and Total Health Day
- 1998- OSHA allows VPP to extend to federal sites
- 1999- JSC receives STAR Certification
 - Many other JSC contractors and JSC “sites” also receive STAR Certification
- 1997-2005: VPP primary initiative at JSC
 - Institutional S&H
- 2005-2008: Wellness Program revitalization “Exploration Wellness”
 - Space Life Sciences and Human Resources Team and build on VPP implementation model
 - Use the implementation model followed for VPP
- 2010 – Center owned Wellness program
 - Integration of Wellness and S&H
- 2011 Documented Return on Investment for Wellness

1993 JSC debuts Total Health Wellness Program



Total Health

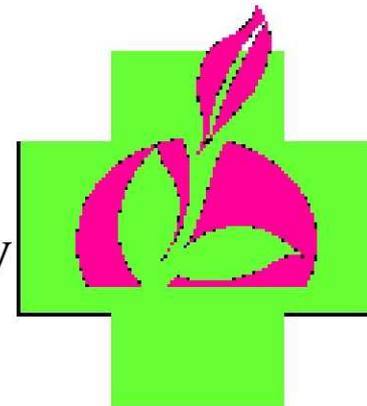
This logo depicts three shapes, a heart, an apple, and a young plant. The heart represents a healthy vascular system, the apple is representational of the phrase "An apple a day keeps the doctor away.", and the plant expresses new growth with a vibrant totally healthy beginning.



total health

The Total Health Program was successful, held our first Total Health “Pond Party Health Fair”, however Total Health was overshadowed as the institutional S&H program became primary focus at the Center.

Total Health becomes Safety and Total Health and we begin our path towards VPP certification. Safety and Total Health Day debuted.



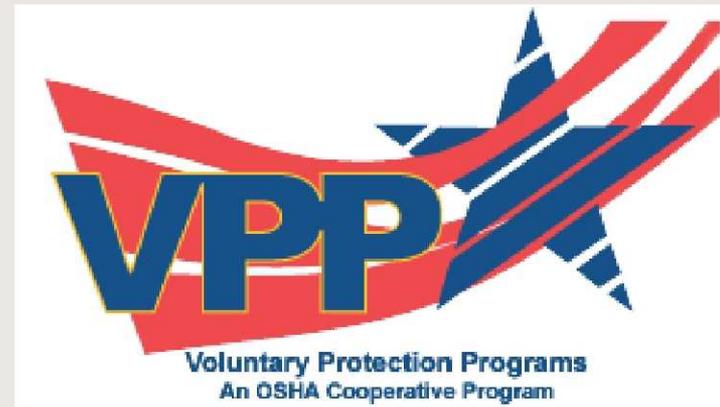


JOHNSON SPACE CENTER
SEPT. 23, 1998
SAFETY
&
TOTAL
HEALTH

Safety & Total Health Day

VPP Elements

- Management commitment
- Employee involvement
- Worksite analysis
- Training



Elements of VPP



- ***Management Leadership and Employee Involvement***
 1. Management Commitment
 2. VPP Commitment
 3. Planning
 4. Written Safety and Health Program
 5. Top Management Leadership
 6. Authority and Resources
 7. Line Accountability
 8. Contract Workers
 9. Employee Involvement
 10. Safety and Health Program Evaluation
- ***Work Site Analysis***
 1. Management Understanding
 2. Industrial Hygiene
 3. Pre-Use Analysis
 4. Hazard Analysis
 5. Routine Inspections
 6. Employee Hazard Reporting System
 7. Accident/Incident Investigations
 8. Trend Analysis
- ***Hazard Prevention and Control***
 19. Certified Professional Resources
 20. Hazard Elimination or Control
 - a. Engineering Controls
 - b. Administrative Controls
 - c. Safety and Health Rules
 - d. Personal Protective Equipment
 - e. Hazard Control Programs
 21. Process Safety Management
 22. Preventive Maintenance
 23. Hazard Correction Tracking
 24. Occupational Healthcare Program
 25. Disciplinary System
 26. Emergency Procedures
- ***Safety and Health Training***
 27. Program Description
 28. Supervisors
 29. Employees
 30. Emergencies
 31. PPE
 32. Managers

From the OSHA Website

- Highlights from the recently completed FY 2007 VPP Annual Evaluation of VPP participants under Federal OSHA's jurisdiction, show that VPP participants, on average, are: 54% below the Bureau of Labor Statistics (BLS) Total Case Incident Rate (TCIR) for their industries;
- 53% below the BLS Days Away, Restricted and Transfer (DART) rate for their industries;
- Avoided an estimated 13,829 TCIR injuries; Avoided an estimated 7,708 DART injuries; and
- 354 VPP sites experienced zero recordables.
- Based on figures provided by the National Safety Council Injury Facts publication, VPP participants have saved more than \$300 million by avoiding DART injuries for 2007. Also, in 2007, Federal Agency VPP participants saved the government more than \$59 million by avoiding DART injuries.

From the OSHA Website

- Over the past 26 years, OSHA's Voluntary Protection Programs (VPP) – the Occupational Safety and Health Administration's premier recognition program – has demonstrated a solid history of positive impact and impressive results, making the business case for managing worker safety and health through a systems approach. Between 2001 and 2008, the number of VPP participants covered by OSHA has grown by 170 percent and as of October 31, 2008, OSHA had 2,129 VPP sites covering more than 875,000 employees.

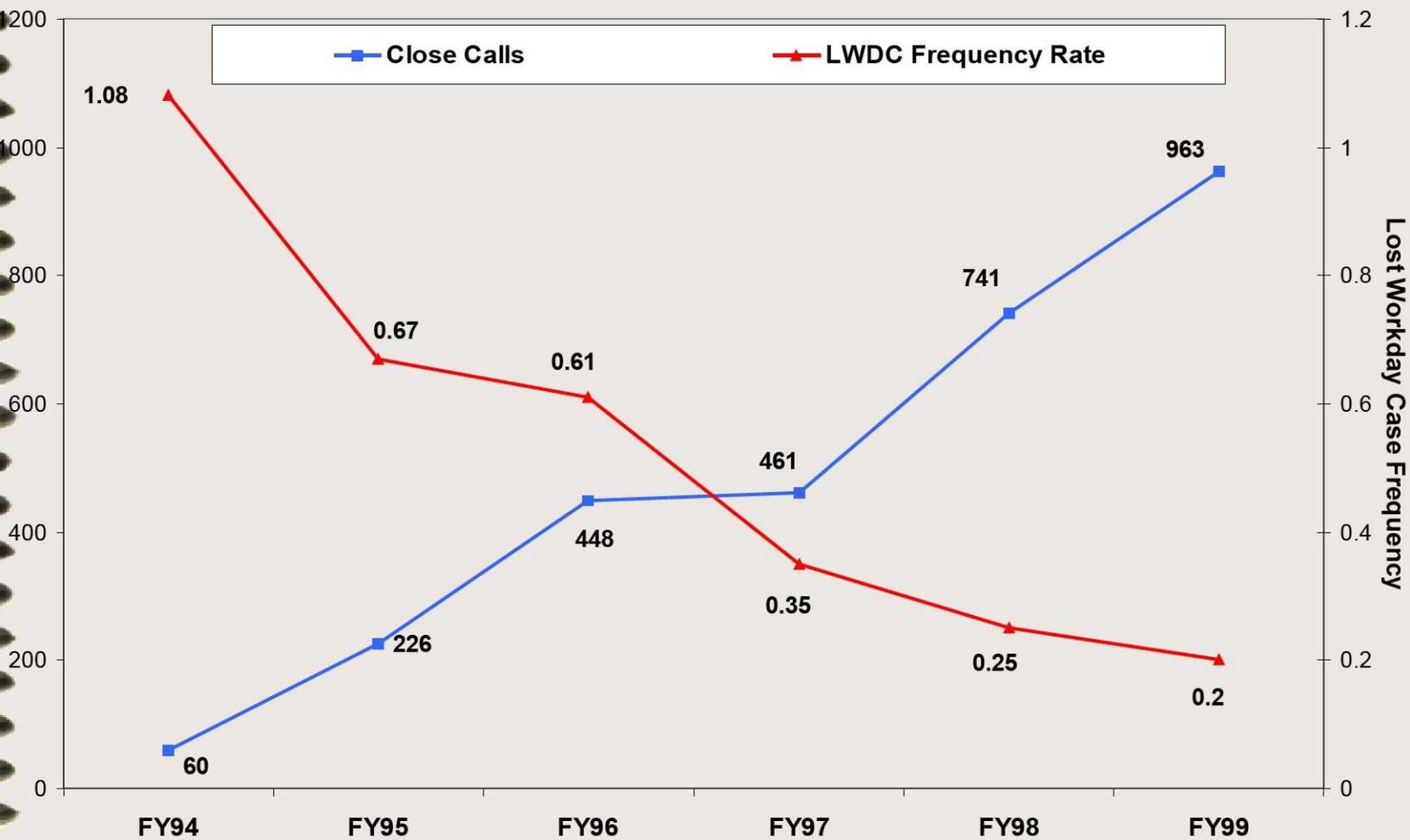
Preparing for VPP

- A site wide infrastructure was set up
 - Visible Management Commitment and Support
 - Gap analysis of the Center
 - Organizational Representatives/Champions
 - Employee Participation Committee
 - Contractor Committees
 - Program measurement



We made it fun, we had a lot of fun

JSC Team Lost Workday Case Frequency Rates vs Close Calls



What OSHA really looks for:



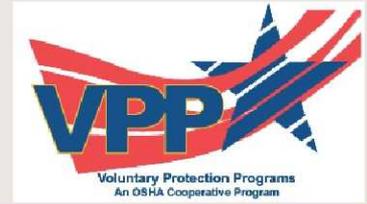
- **Attitudes**
- **Processes**
- **Activities**

Attitudes!



- Most Important to OSHA
- Evaluated through Interviews
 - Formal
 - Informal
- Sub Elements to Focus on:
 - Management Commitment
 - Employee Involvement

Processes



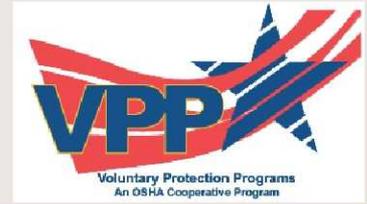
- Closed loop processes
 - Eg. Close call closures go back to reporter
 - Track all hazards to closure
- Documented processes (ISO is good for this)
 - Many in JSC Safety Handbook, JPG 1700.1
- Include employees in development
 - Fosters buy-in and eases implementation

Activities



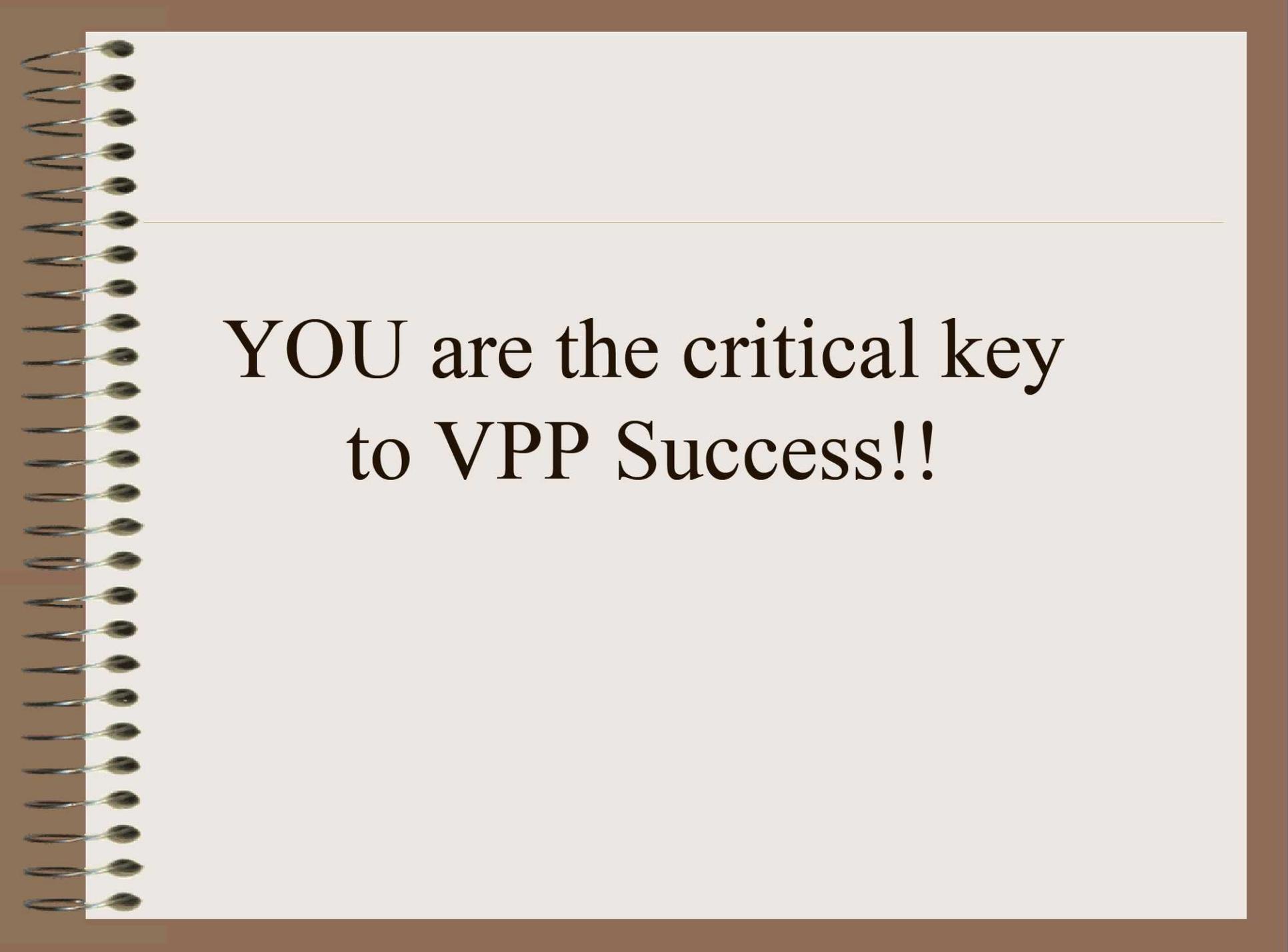
- Individual incidents not as important as how management handles them
- Showcase as opportunities to improve
- Events themselves will not keep you from Star certification
- OSHA looks for aggregate, systemic problems

Utilize Resources



- Create internal VPP Planning Team
 - Leaders and employees
 - Include Facility Managers and contractor reps
- Mentoring from:
 - Regional VPP resources
 - Voluntary Protection Programs Participants' Association, VPPPA
 - Texas is in Region VI
 - Steal shamelessly all good ideas



A spiral-bound notebook with a white page and a brown cover. The spiral binding is on the left side. The text is centered on the page.

**YOU are the critical key
to VPP Success!!**

VPP Community

- We became very active in the Region VI and National VPPPA, attending conferences, hosting technical sessions.
- Many of our employees supported VPP audits, Civil Servants and SGE's (Special Government Employees)
- Mentored other NASA Centers, Federal Agencies and Private Industry

JSC hosted a NASA Wide VPP Roundup





JSC Team VPP Hall of Fame

JSC celebrates our growing family of VPP stars



Culture Shift

- The effort that started as an effort to become “Star Certified”, becomes a shift in Safety & Health Culture.
 - Initial focus is on compliance and meeting S&H requirements.
 - Employee ownership leads to a change, where S&H culture becomes a value.
 - This new value system leads to “off the job safety and health”

Culture Shift

- Physical Safety and Health leads to “mental health” emphasis
- Natural progression from Occupational Health to wellness and health promotion.
- The infrastructure was already in place to add, or take the next step, to add Wellness and Health Promotion to the equation.

JSAT Says ... for January 2010

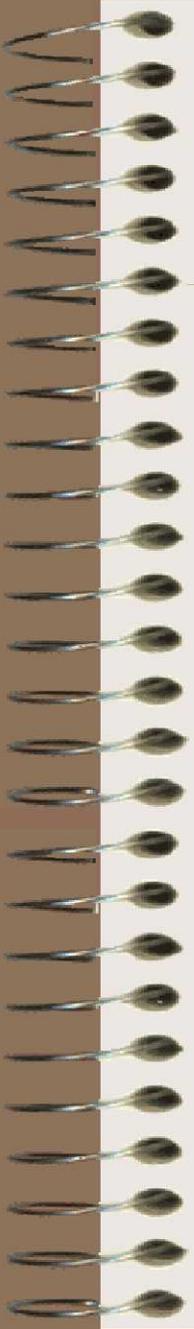
Make space
for safety...

Bobbie Candler
JIMMS



WEEKLY SAFETY FOCUS





EXPLORATION WELLNESS

Exploration Wellness

- Using the successes learned through our S&H and VPP “years”, we began preparations for “new” Wellness program, Exploration Wellness
- We put together a team
- Presented to and received Management buy-in
- While we have worked hard, we have also had lots of fun....



Dedication of the new Fitness Center

Assessment Process

- Top-down
 - Requirements assessment
 - Industry best practices & Benchmarking
- Bottoms-up
 - Existing programs, practices & expertise
 - Current resource utilization assessment
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
- Resulting recommendation
 - Integrated Center Level Program Ownership
 - Foster industry best practices / benchmarking

Enable Further Alignment with Industry Best Practices

- Strong top management support
- Strategy aligned with business goals
- Clear understanding of corporate culture/environmental factors
- Promote personal accountability and motivate employees
 - Effective use of incentives
- Strategic program design based on clinical evidence
 - Health Assessment
 - Personal health baseline and population risk stratification
 - Variety of behavior change and risk reduction programs
 - Integration of fitness + nutrition + stress mgt
 - Participation and satisfaction metrics
- Effective program communication strategies
 - Awareness & Education delivered to all employees
 - Utilization of wellness websites and e-health offerings
 - Wellness Team integration and cohesion
- Return on Investment (ROI) of \$3.14 for every \$1 spent (2011)

Outcome

- Center ownership of wellness strategy for the JSC Wellness Program
 - Center Level: Wellness Program governance, support and alignment with center mission
 - Wellness Management: program coordination via HR and SA collaboration
 - Integration Team: reduce barriers across stakeholders
 - Implementation Team: design, refine, and deliver the program
- Maximize our *#1 Strength: Our core team.*

Integration of Stakeholders

Stakeholders



Integration function

- Remove barriers across stakeholders
 - Reduce barriers within internal team
 - Establish communication and integration policies and practices
 - Negotiate realistic sharing of resources
 - Document agreements and processes
-
- A few integration examples
 - Safety
 - Employee meetings
 - Newsletters
 - Employee Advocates
 - Onsite communication
 - Contractor Champions
 - Offsite communication

Similarities

- Program analysis
- Technical/Clinical Experts, Certified Personnel (must have them)
- Use existing committee structures
- Champions
- Corporate win/win
- Employee driven led
- Management commitment and support
- Cost Benefit Analysis, ROI



Beginnings

- Many years ago JSC initiated an effort to have its institutional safety and health program certified by the Occupational Safety and Health Administration (OSHA).
- One of the 19 elements for a successful Voluntary Protection Program is "5. EMPLOYEE PARTICIPATION providing meaningful ways for employees to participate in the Safety & Health Program."
- The JSAT was created not only to fulfill this element of a VPP program but more importantly to assure employee participation. Established in July 1998 by the Center Director under JPG 1700.1 "to provide a means for employees to actively participate in JSC's safety, health, environmental protection, and emergency preparedness programs"
- The fundamental principle of the VPP is its emphasis on going home whole and healthy every day.



Purpose & Structure

- Represents the individual JSC/Contractor employee.
- Strives to provide continuous communication between employees and management.
- Evaluates hazards and recommends solutions.
- Provides input to safety and health requirements.
- Provides an anonymous forum for employees to raise safety and health concerns.
- Over 75 participants including primes and alternates.
- Represents over 30 organizations and on-site contractors.
- JSC Deputy Director acts as an advisor and links JSAT activities directly to the JSC Executive Safety Council.

Employee Recognition JSC Lifesaver Award



Future

- We have a great strategic plan in place and lots of momentum, but NASA is in the midst of change
- Challenges
 - Shuttle is retiring, exploration missions may change
 - Budget Layoffs
 - Uncertainty/Stress
- Our Wellness focus has to be flexible to meet the needs of the workplace and workforce

It has been a great experience
with an incredible Team

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