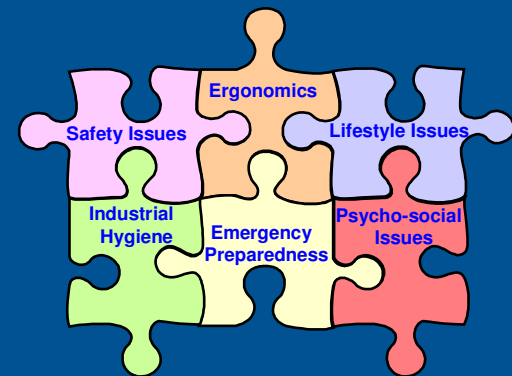


CORNING

Integrating Worker Protection and Health Promotion Programs

James L. Schuppert MD, Director, Health Services
Janet Chilson-Williams, Manager, Safety Management Services

January 2010

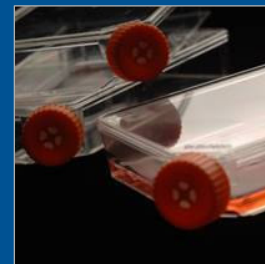
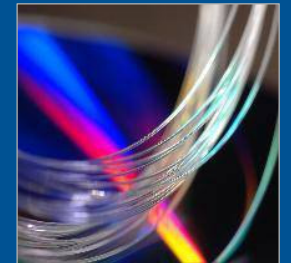
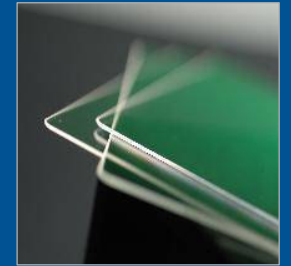


Objectives

- ❑ Describe the business case for moving to an integrated model for addressing employee health and safety
- ❑ Provide an overview of the integrated health and safety model and approach employed at Corning Incorporated
- ❑ Highlight benefits and challenges, current program status and future plans

CORNING

2009 Corning Overview



Corning Incorporated

Founded:

1851

Headquarters:

Corning, New York

Employees:

More than 23,000 worldwide

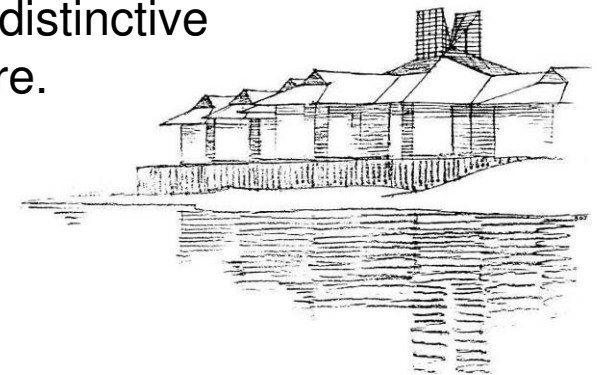
2008 Sales:

\$5.9 Billion

Fortune 500 Rank (2009):

414

- Corning is the world leader in specialty glass and ceramics.
- We create and make keystone components that enable high-technology systems for consumer electronics, mobile emissions control, telecommunications and life sciences.
- We succeed through sustained investment in R&D, more than 150 years of materials science and process engineering knowledge, and a distinctive collaborative culture.



CORNING

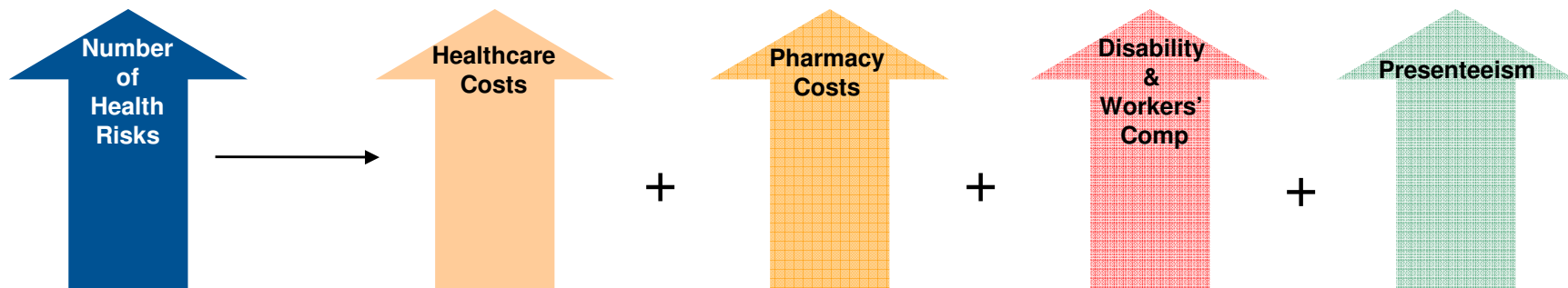
Integrated Health & Safety
Business Case



Health, Safety and Productivity

The Importance of Health Risks

- Health risks are a leading edge indicator of population health and productivity
- As the number of health risks increase...
 - ... So, too, do medical costs, lost time and loss of productivity

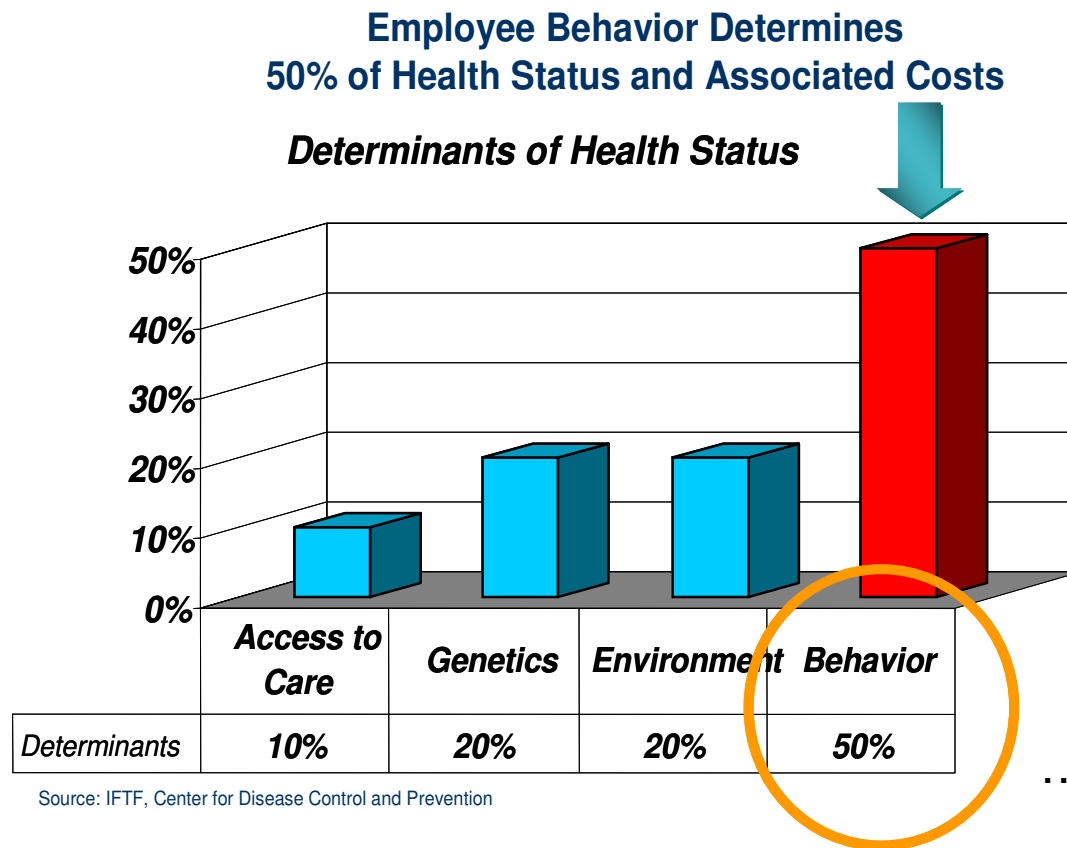


- In health, safety and productivity, ***prevention is key!***
 - Reduce risks
 - Detect problems early and address them
 - Minimize the future negative impact

Health, Safety and Productivity

The Importance of Changing Behavior

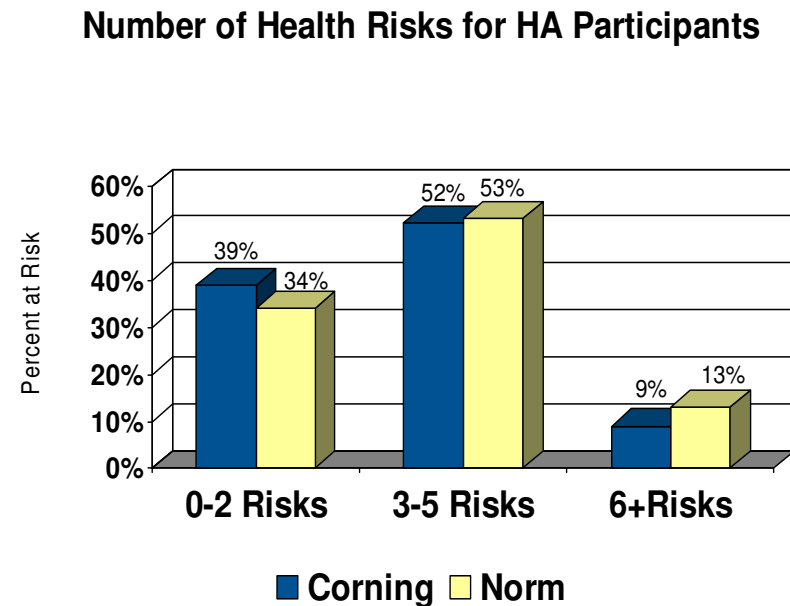
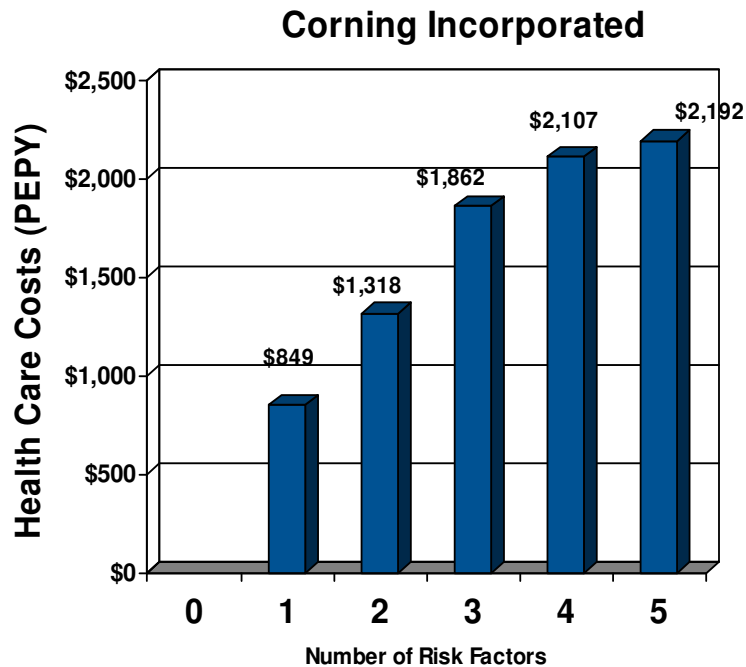
- Corning health risks & research indicates changing behavior/individual choice is critical to achieving prevention goals...



...and the opportunity
is significant!

Where Are We Now ? Benefit Costs

- 70% of illness is lifestyle related - preventable or modifiable
- The correlation between health risks and health care cost is clear...
...the more health risks, the higher the health care costs.



Source: Corning

CORNING

Integrated Health & Safety
Model and Approach



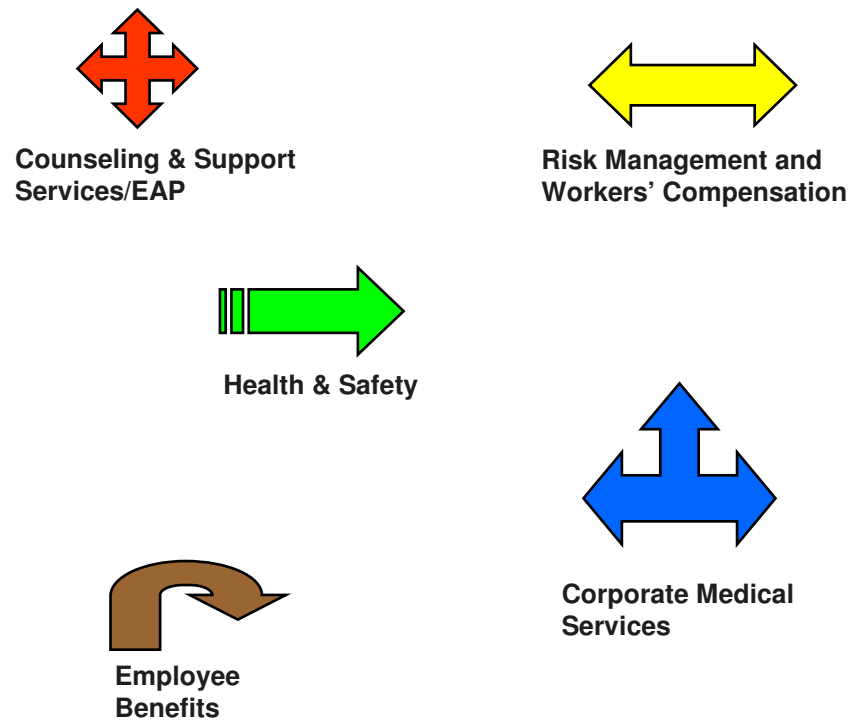
Preparation – Resource Alignment

- Bring together departments with shared responsibilities (i.e. Health Benefits, Workers' Compensation, Disability, Employee Assistance Program, Safety, Medical) under one department and one leader – driving shared goals and integration
- Data Warehouse – Integrate and organize data to identify opportunities
- Implement solutions (i.e. Disease Management, Self-Care etc...) and measure results
- Health Care Continuum – view health holistically and ensure that Corning has effective corporate program across the health care continuum especially around prevention (primary, secondary and tertiary)

Integrated Health and Safety Function

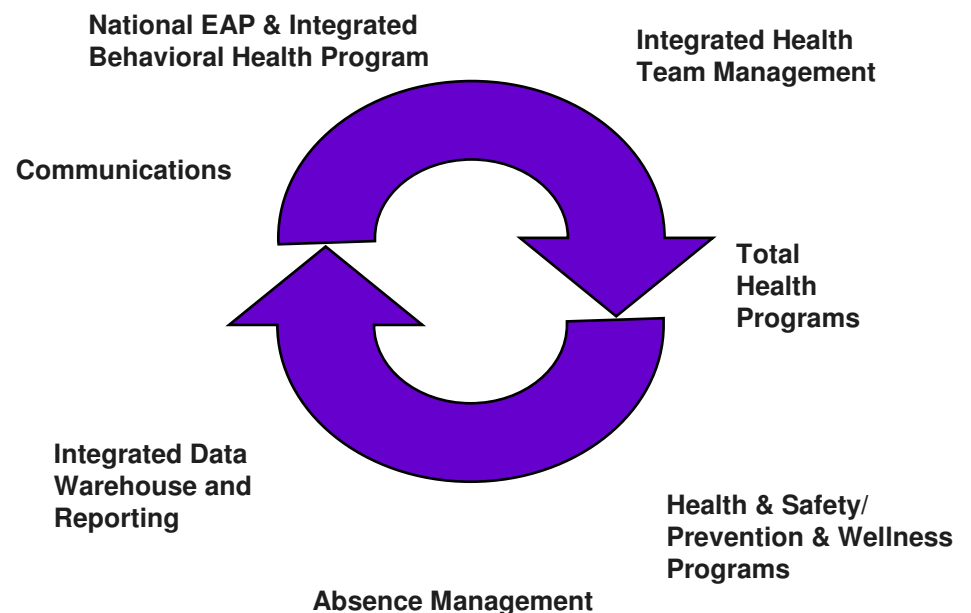
Realigned into the HR function

1998



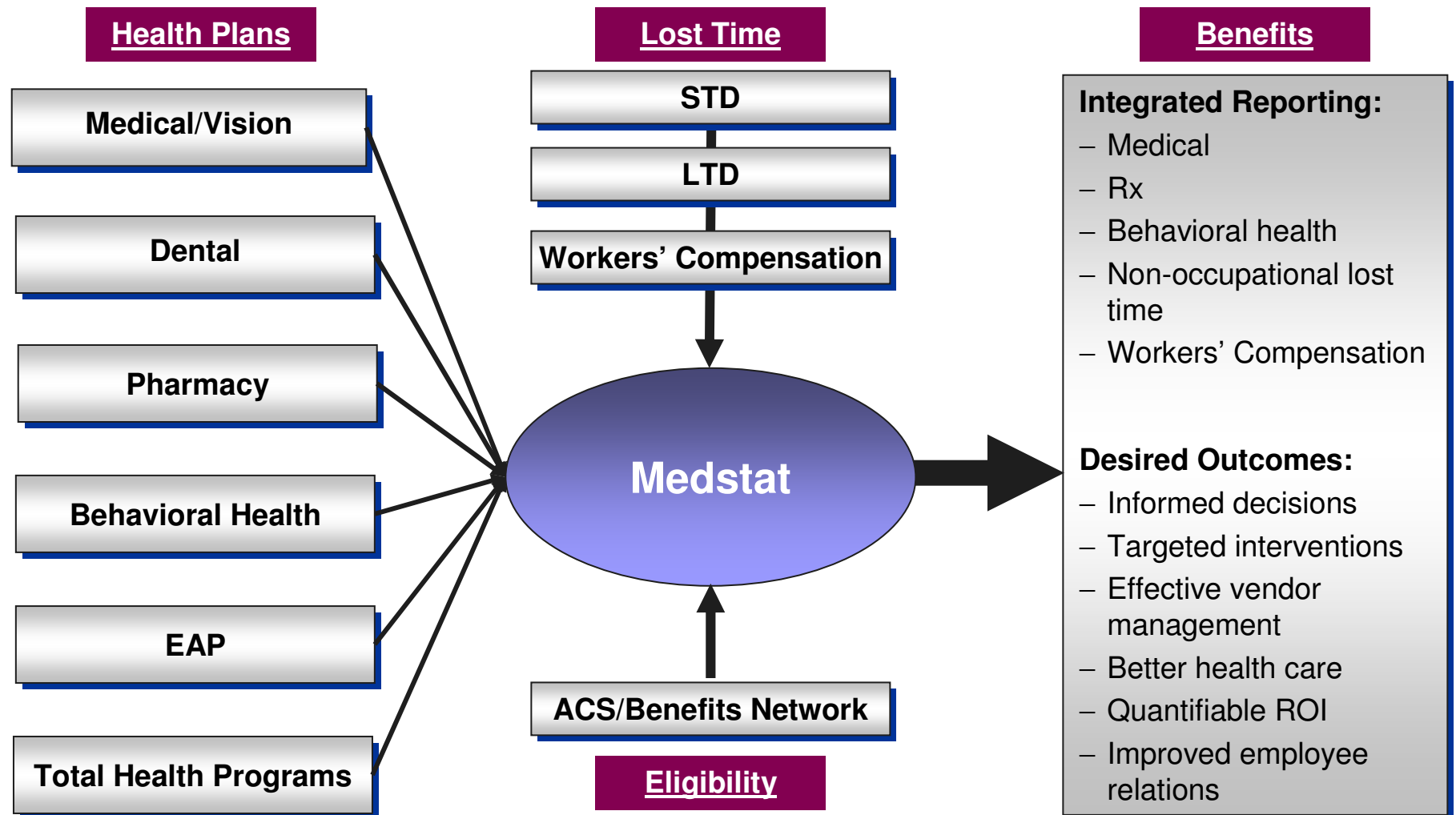
These functions reported to different VPs and different areas of the organization. This structure was sub-optimal and caused confusion to employees.

Today

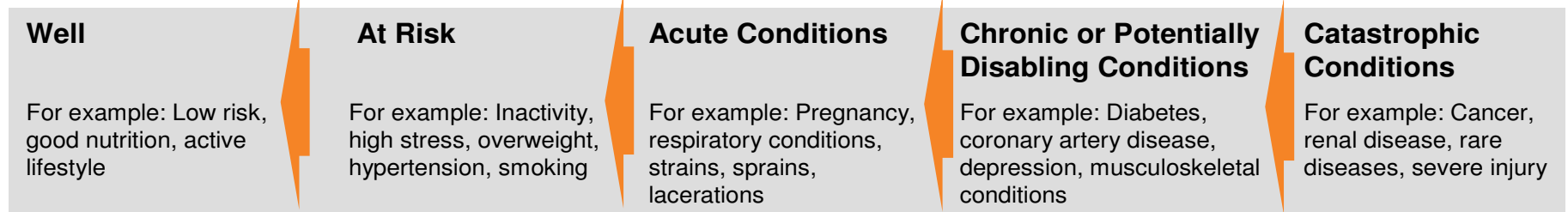


Integrated with common objectives.

Integrated Data Warehouse



Continuum of Care and Program Offerings

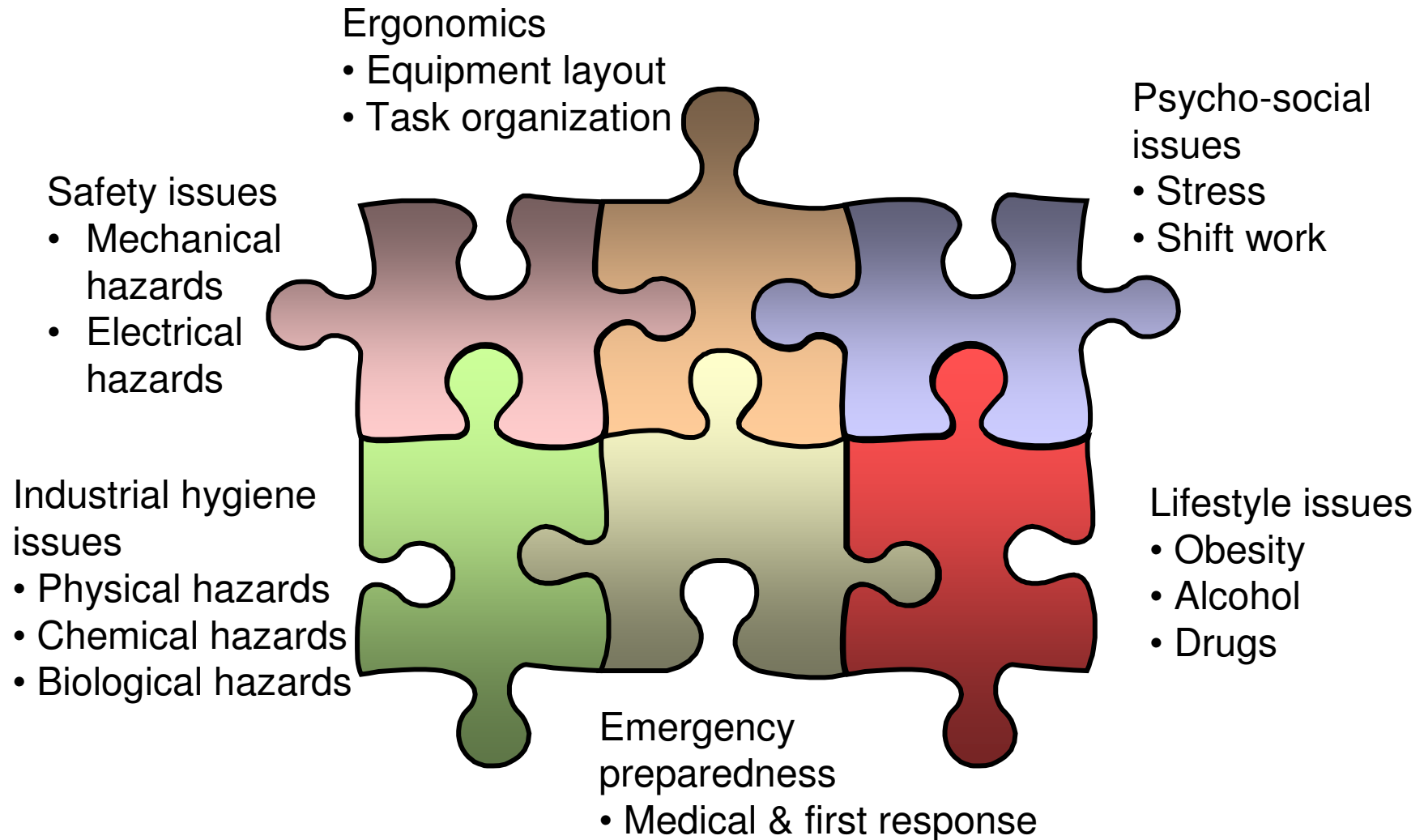


What Corning Offers

<p>Wellness Benefits</p> <p>Preventive care*</p> <p>Screenings (e.g. mammography)</p> <p>Immunizations</p> <p>Flu vaccinations</p> <p>Safety eyewear</p> <p>Healthful Hints</p> <p><i>TotalHealth Update</i></p> <p>Wellness stations</p> <p>Restroom brochure racks</p> <p>LifeWorks®</p> <p>Corporate Lactation Program</p> <p>Healthforums.com/corning</p> <p>Corning Fitness Program</p> <p>10,000 Steps-a-Day Walking Program</p> <p>Healthy discount programs</p> <p>Health Advocate</p>	<p>24/7 Health & Safety Teams</p> <p>Health Risk Assessment</p> <p>Lifestyle Management Coaching</p> <p>Online Health education programs</p> <p>Health education programs offered by UnitedHealthcare and Empire BlueCross BlueShield</p> <p>Medical Department Web site</p> <p>Corning EAP</p> <p>LifeWorks®</p> <p>Smoking Cessation Program</p> <p>Corning Fitness Program</p> <p>10,000 Step-s-a-Day Walking Program</p> <p>Health Advocate</p>	<p>Healthier at Home guide and seminar</p> <p>24-hour nurse help lines (Corning medical plan participants only)</p> <p>Healthy Pregnancy Program**</p> <p>Corporate Lactation Program</p> <p>Health plan Web sites</p> <p>International SOS Travel Program (medical, security and legal assistance)</p> <p>Corning EAP</p> <p>LifeWorks®</p> <p>Healthy discount programs</p> <p>Case management provided by medical plans</p> <p>Health Advocate</p>	<p>Smart Steps Disease Management Program**</p> <p>Integrated Disability Management Program (work- and non-work-related disability and return-to-work programs)</p> <p>Case management provided by medical plans</p> <p>Corning EAP</p> <p>LifeWorks®</p> <p>Health Advocate</p>	<p>Complex Care Management through ParadigmHealth**</p> <p><i>Ayco SurvivorSupport™</i></p> <p>Cancer Resource Services (UnitedHealthcare only)</p> <p>Transplant Program</p> <p>Neonatal Management</p> <p>Corning EAP</p> <p>LifeWorks®</p> <p>Health Advocate</p>
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Integrated Health and Safety Management

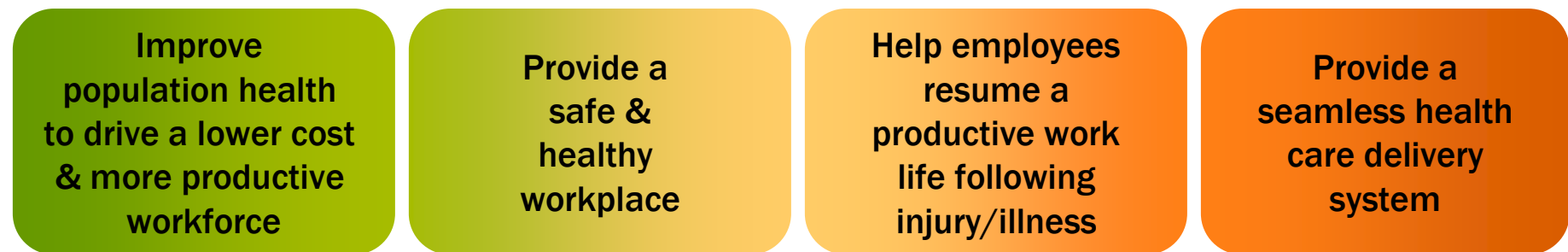
Aspects to be addressed to optimize employees' safety, health, well-being and productivity



Integrated Health & Safety Management Vision and Strategic Objectives



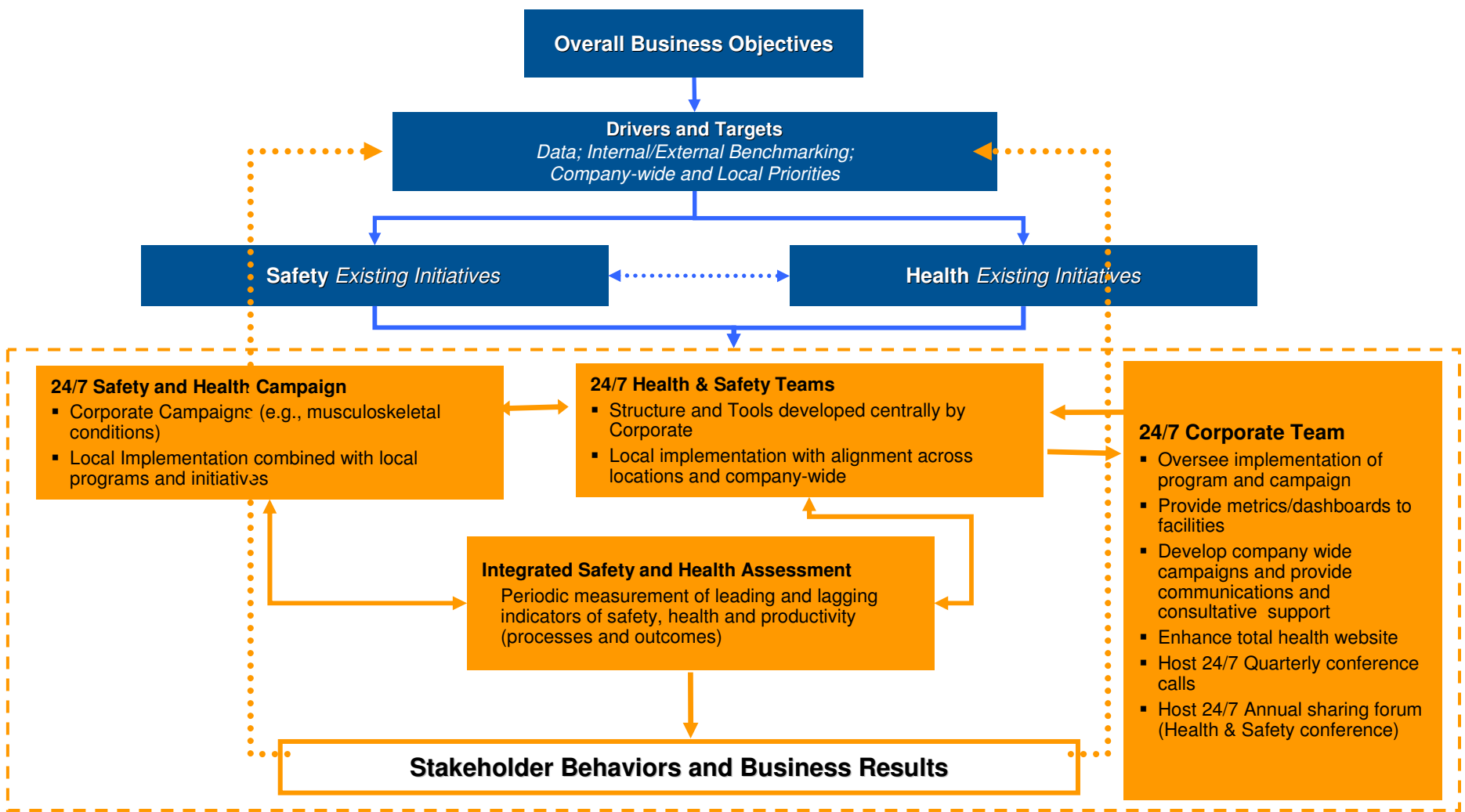
- Corning will provide a safe and healthful workplace that supports positive behaviors, facilitates opportunities to optimize individual and organizational health and productivity and minimizes risk and liability.
- Our Total Rewards programs will reward positive behaviors and performance.
- Our employees will be focused on their health and well-being; will be productive and attentive on the job and will actively pursue safe ways of working.
- Our employees will enjoy injury and illness-free careers, will feel they are being compensated fairly and will actively support the organization's key strategies and initiatives.



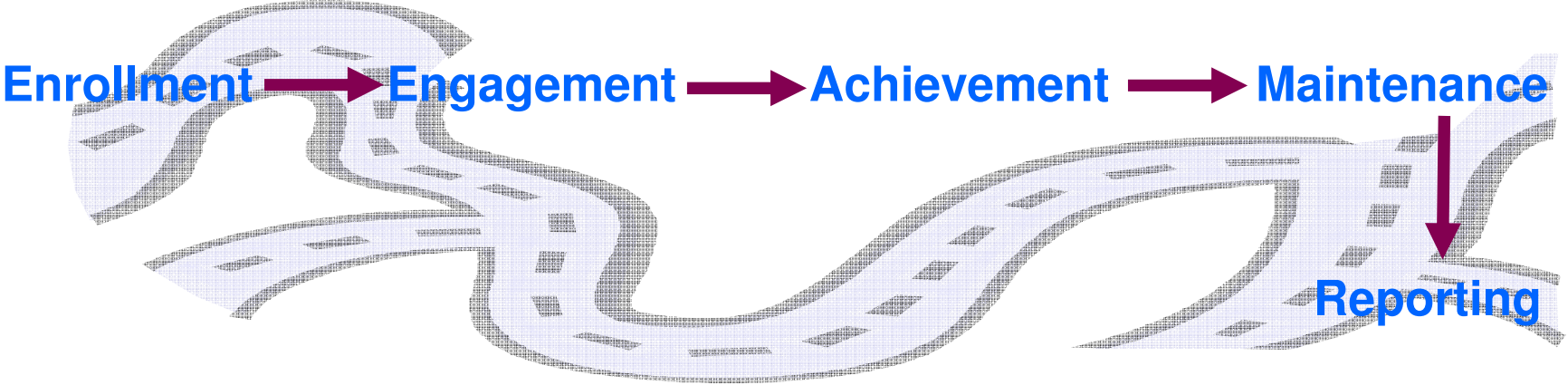
24/7 Health and Safety Program Objectives

- Promote a more holistic approach to address key drivers:
 - Reduce the risk of injury and illness
 - Reduce workers' compensation rates and costs
 - Reduce unnecessary health care costs
 - Reduce premature mortality
 - Reduce lost time
 - Improve productivity
- Use corporate and facility measures to drive opportunity identification and result measurement
- Communicate key corporate health, wellness, and safety programs at a local level to drive optimal participation and results

24/7 Health and Safety Program Structure



Participation Drives Program Impact and ROI



Identify Problems

E.g. Smoking, Stress, Lack of exercise, Alcohol

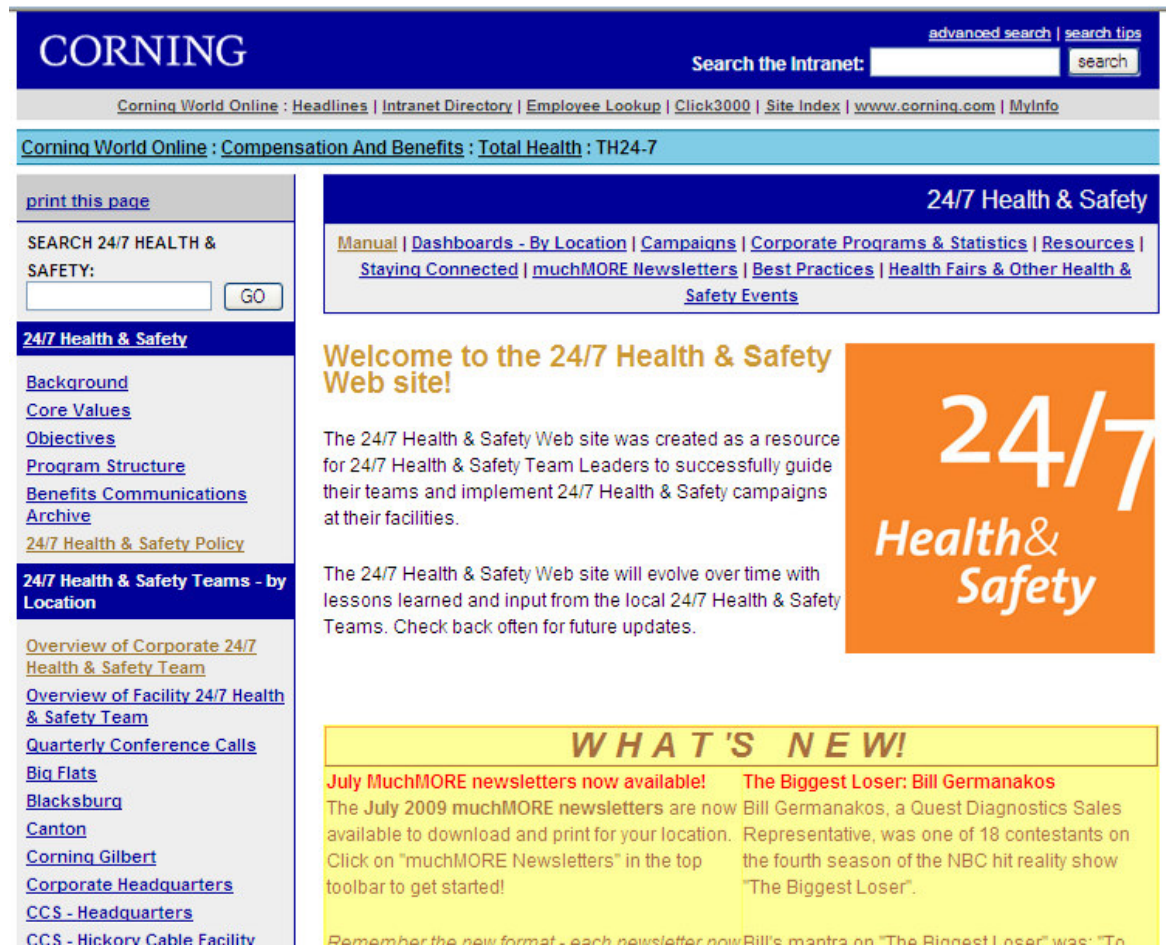


Program Solutions

E.g. Smoking Cessation Program, EAP, Weight Management Programs, Corning Fitness Programs & 10,000 Steps Program, Disease Management

24/7 Health and Safety Resources

- Intranet site
- Support from corporate communications, safety & medical functions
- Senior management site visits



The screenshot shows the CORNING intranet page for 24/7 Health & Safety. At the top, there is a search bar and navigation links. The main content area includes a welcome message, a 'WHAT'S NEW' section with two news items, and a sidebar with various resource links.

CORNING advanced search | search tips
 Search the Intranet: search

Corning World Online : [Headlines](#) | [Intranet Directory](#) | [Employee Lookup](#) | [Click3000](#) | [Site Index](#) | [www.corning.com](#) | [MyInfo](#)

Corning World Online : [Compensation And Benefits](#) : [Total Health](#) : TH24-7

print this page

SEARCH 24/7 HEALTH & SAFETY:
 GO

24/7 Health & Safety

[Background](#)
[Core Values](#)
[Objectives](#)
[Program Structure](#)
[Benefits Communications Archive](#)
[24/7 Health & Safety Policy](#)

24/7 Health & Safety Teams - by Location

[Overview of Corporate 24/7 Health & Safety Team](#)
[Overview of Facility 24/7 Health & Safety Team](#)
[Quarterly Conference Calls](#)
[Big Flats](#)
[Blacksburg](#)
[Canton](#)
[Corning Gilbert](#)
[Corporate Headquarters](#)
[CCS - Headquarters](#)
[CCS - Hickory Cable Facility](#)

24/7 Health & Safety

[Manual](#) | [Dashboards - By Location](#) | [Campaigns](#) | [Corporate Programs & Statistics](#) | [Resources](#) | [Staying Connected](#) | [muchMORE Newsletters](#) | [Best Practices](#) | [Health Fairs & Other Health & Safety Events](#)

Welcome to the 24/7 Health & Safety Web site!

The 24/7 Health & Safety Web site was created as a resource for 24/7 Health & Safety Team Leaders to successfully guide their teams and implement 24/7 Health & Safety campaigns at their facilities.

The 24/7 Health & Safety Web site will evolve over time with lessons learned and input from the local 24/7 Health & Safety Teams. Check back often for future updates.

WHAT'S NEW!

July MuchMORE newsletters now available!
 The July 2009 muchMORE newsletters are now available to download and print for your location. Click on "muchMORE Newsletters" in the top toolbar to get started!

The Biggest Loser: Bill Germanakos
 Bill Germanakos, a Quest Diagnostics Sales Representative, was one of 18 contestants on the fourth season of the NBC hit reality show "The Biggest Loser".
 Remember the new format - each newsletter now Bill's mantra on "The Biggest Loser" was: "To

CORNING

Integrated Health & Safety
Current Status, Future Plans



Current Status

- Senior management endorsement
- 24/7 teams established at all US-based facilities
 - Team engagement determined by team constitution, evidence of program participation, plant manager visibility and team leader involvement in corporate reviews
- Annual goals published in 2008 and 2009
 - Developing metrics to align with safety (bronze, silver, gold approach)
- Annual health assessment conducted in the US for the past 5 Years
 - Entered in integrated data warehouse and dashboards produced annually by facility
 - Noticeable drop in participation without monetary incentive

24/7 Health & Safety 2009 Goals*

- Health assessment participation
(Required 1 of 2)

1 point	70 – 79%
2 points	80 – 89%
3 points	≥90%

- PIIM SE knowledge module completion
(Required 2 of 2)

1 point	25 – 49%
2 points	50 – 74%
3 points	≥75%

- Corning Fitness Program and 10,000 Steps participation
(combined) (Option 1 of 3)

1 point	25 – 49%
2 points	50 – 74%
3 points	≥75%

- Tobacco cessation participation
(% of smokers) (Option 2 of 3)

1 point	20 – 29%
2 points	30 – 39%
3 points	≥40%

- 24/7 activity completion
(e.g. Weight Watchers, health fair, screening programs, driving safely course)
(Option 3 of 3)

1 point	2 – 3
2 points	4 – 5
3 points	≥6

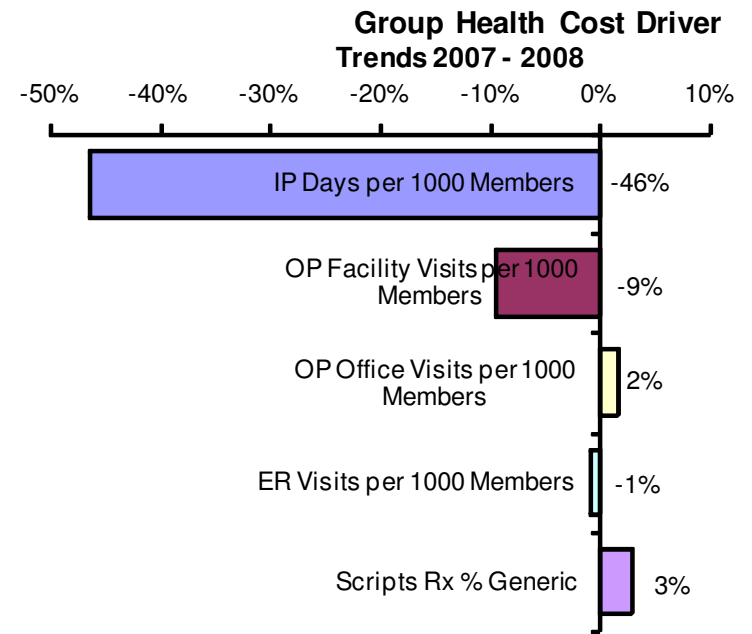
**All 24/7 Health & Safety teams must complete the two required goals and may choose two of the three optional goals*

Example Facility Dashboard (Page 1 of 3)

Group Health Trends

Group Health Demographics	Facility Actives		Corning Actives
	2007	2008	2008
Average Number of Employees	378	377	9,903
Average Number of Members	1,084	1,075	26,585
Family Size	2.9	2.9	2.7
Average Employee Age	41	41	44

Group Health Cost Drivers	Facility Actives		Corning Actives	Compared to Corning
	2007	2008	2008	2008
IP Days per 1000 Members	266	142	205	-31%
OP Facility Visits per 1000 Members	896	812	1,064	-24%
OP Office Visits per 1000 Members	5,822	5,911	5,892	0%
ER Visits per 1000 Members	195	193	175	10%
Scripts Rx % Generic	63%	64%	61%	5%

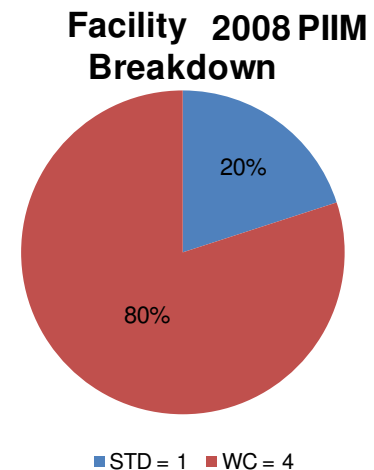
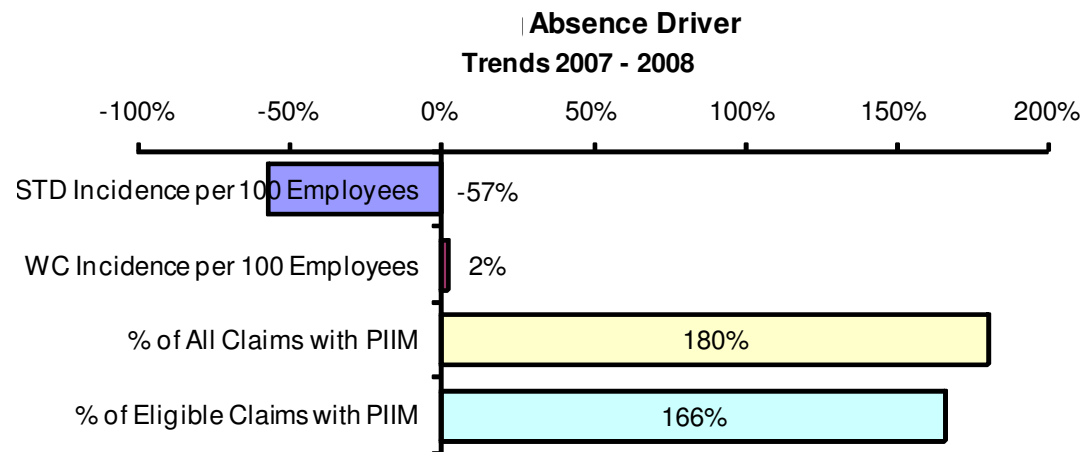


Preventive Screening Rates	2008				
	Facility Actives	Corning Actives	Difference from Corning	Benchmark	Difference from Benchmark
Breast Cancer Screening Rate	53%	67%	-14%	69%	-17%
Cervical Cancer (PAP) Screening Rate	75%	74%	1%	82%	-7%
Colon Cancer Screening Rate	31%	43%	-13%	56%	-25%
Childhood Immunization Rate	76%	55%	21%	81%	-5%
Prostate Cancer (PSA) Screening Rate	33%	31%	2%	35%	-1%
Cholesterol Screening Rate	34%	32%	1%	38%	-4%

Example Facility Dashboard (Page 2 of 3)

Absence Management

Absence Management	Facility Actives		Corning Actives	Compared to Corning
	2007	2008	2008	2008
STD Lag Time (% reported under 7 days)	64%	77%	77%	0%
WC Lag Time (% reported under 3 days)	68%	51%	35%	46%
STD Incidence per 100 Employees	24.9	10.7	8.0	34%
WC Incidence per 100 Employees	9.5	9.7	4.0	142%
% of All Claims with PIIM	2%	6%	16%	-62%
% of Eligible Claims with PIIM	3%	7%	18%	-62%
WC Lost Days per 100 Employees	48	100	25	301%
STD Lost Days per 100 Employees	1,095	470	432	9%
Restricted Duty Days per 100 Employees	8	0	59	N/A



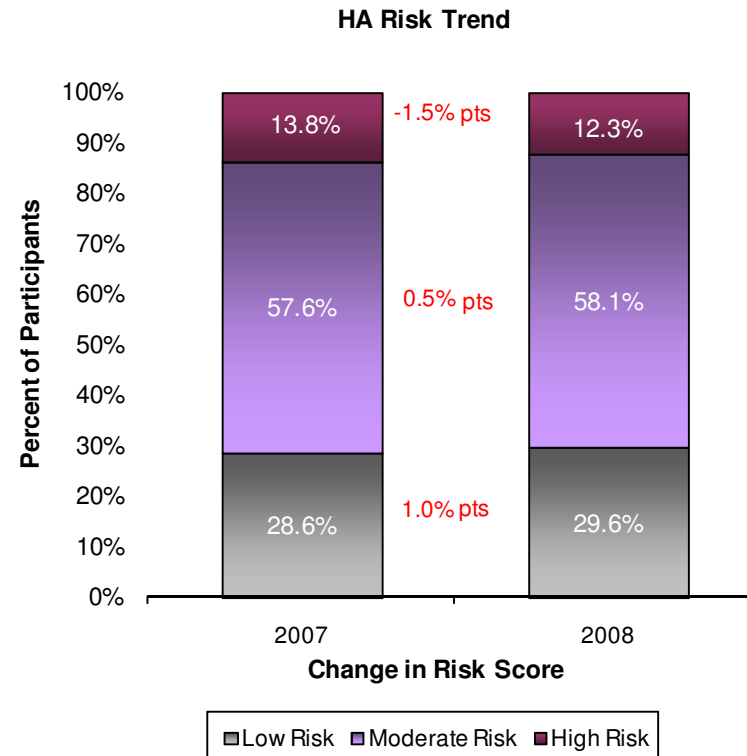
Example Facility Dashboard (Page 3 of 3)

Profile of HA Employee Participants and Health Risk

HA Participation	2007	2008
Total Employees	378	401
Total Hourly	224	N/A
Total Salaried	154	N/A
% Participation	59%	78%
% Hourly	43%	N/A
% Salaried	83%	N/A
% Low Risk	29%	30%
% Moderate Risk	58%	58%
% High Risk	14%	12%

Risk Factors - % at Risk	2007	2008
Alcohol	4%	4%
Back Pain	53%	55%
Driving	10%	13%
Eating/Nutrition	65%	64%
Physical Activity	44%	40%
Smoking/Tobacco	23%	23%
Stress	57%	54%
Weight	74%	72%
Well Being	21%	24%

2008 % Missing Biometric Data		
Blood Pressure	Cholesterol	Glucose
36%	63%	91%



- Risk Trend is based on members who completed the Health Assessment in both 2007 and 2008.

Program Participation	2007	2008
Smoking Cessation	9	10
Fitness Center	42	34
Smart Steps Disease Management	17	15
Next Steps	N/A	38

Examples



Fit4Life Invites You To Walk, Play, Then Eat

Food Tickets:
 \$2 - Each Adult (Ages 12- 65)
 \$1 - Each Adult (Ages 65-105)
 \$1 - Each Child (Ages 5-12)
 FREE - Each Child (Ages 0-5)
 Purchase Tickets From Dennis

Signup by April 1 to Play on the Fit4Life Board.

Put Spring Into Your Step



**Pound for Pound Challenge:
Lose Weight &
Help Feed America!**

- When: Starts February 2nd for 8 weeks
- Details: Form your own team consisting of 2 females and 2 males
 Initial and final weigh in needs to be observed
 Self weigh in each week, put your name/weight in the locked box



Challenges

- “Pure” safety versus integrated health & safety
 - Resource availability
 - Priority
- Mandatory program versus voluntary participation
- Keeping it fresh
 - Need to constantly engage between corporate and local teams
- Global application
 - Same overall approach but different program elements
 - Health assessment completion in Europe (data privacy concerns)

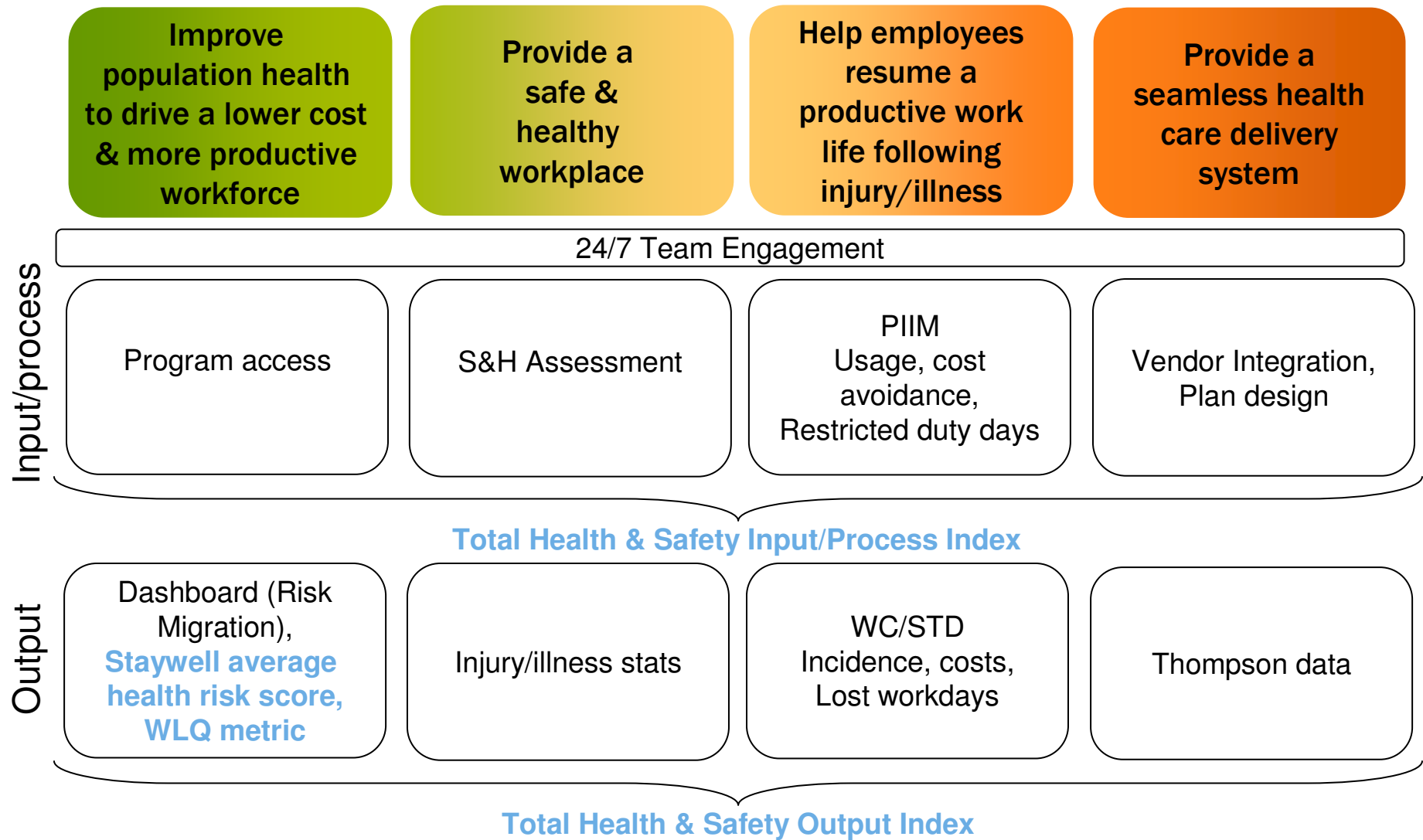
Future Plans

- Integrated metrics development
- Global application
 - Health assessment questionnaire?
- Leverage existing activities
 - European Network for Workplace Promotion



*Healthy Employees in
Healthy Organisations*

Integrated Health & Safety Management Metrics Framework



Total Health & Safety Input/Process Index Measures

1. 24/7 team engagement
2. Population health
 - a. Tobacco policy & tools
 - b. Physical activity access and tools
 - c. Healthy food access and tools
3. Safe & healthy workplace
 - a. Safety & health assessment score
4. Absence management
 - a. PIIM
5. Seamless healthcare delivery system
 - a. Health assessment
 - b. Preventative services

CORNING

Enabling Patient Centered Medical Home Capable Practices

The Challenge for Employer Engagement
The Challenge for Physician Engagement

Jed Constantz
Sustainable Health Systems

Establishing a PCMH “Neighborhood”

- Taking the Next Step
 - Engaging Providers
 - Ending “Medical Homelessness”
 - Identifying the Role for Employers
 - Reconciling Physician Challenges
 - Picking up the Pace

Establishing a PCMH “Neighborhood”

- Taking the Next Step
 - Engaging Providers
 - Two Key “Delivery Systems”
 - Small Percent of the Population
 - Determining the Cost/Finding the Funding
 - Finding the WIIFM/Enlightened Self Interest
 - Multispecialty Practices with Primary Care
 - Hospital “Owned” Primary Care

Establishing a PCMH “Neighborhood”

- Taking the Next Step
 - Ending “Medical Homelessness”
 - Establishing the Value of Primary Care
 - Developing a Collaborative Environment
 - Leveraging the Culture of Wellness
 - Establish a Culture of Enhanced Care Coordination

Establishing a PCMH “Neighborhood”

- Taking the Next Step
 - Identifying the Role for Employers
 - Engaging Employees/Dependents as Better Consumers and Patients
 - Investing in Physician Services – As a Community
 - Making Payors/Claims Administrators More Accountable
 - Investing in Health Informatics
 - Modify Benefit Plan Design/Eliminate Fragmentation

Establishing a PCMH “Neighborhood”

- Taking the Next Step
 - Reconciling Physician Challenges
 - Restoring the Financial Integrity
 - Creating a Culture of “Population Health”
 - Removing Financial Disincentives
 - Establish “Market Share” Accountability

Establishing a PCMH “Neighborhood”

- Taking the Next Step
 - Picking up the Pace
 - Finding the Funding
 - Expanding the Benefits
 - Re-allocating Administrative Costs
 - Cost Effective “Transformation”
 - “Credentialing” the Payors
 - Benefit Plan Flexibility
 - Ability to Delegate Administrative “Carve Outs”