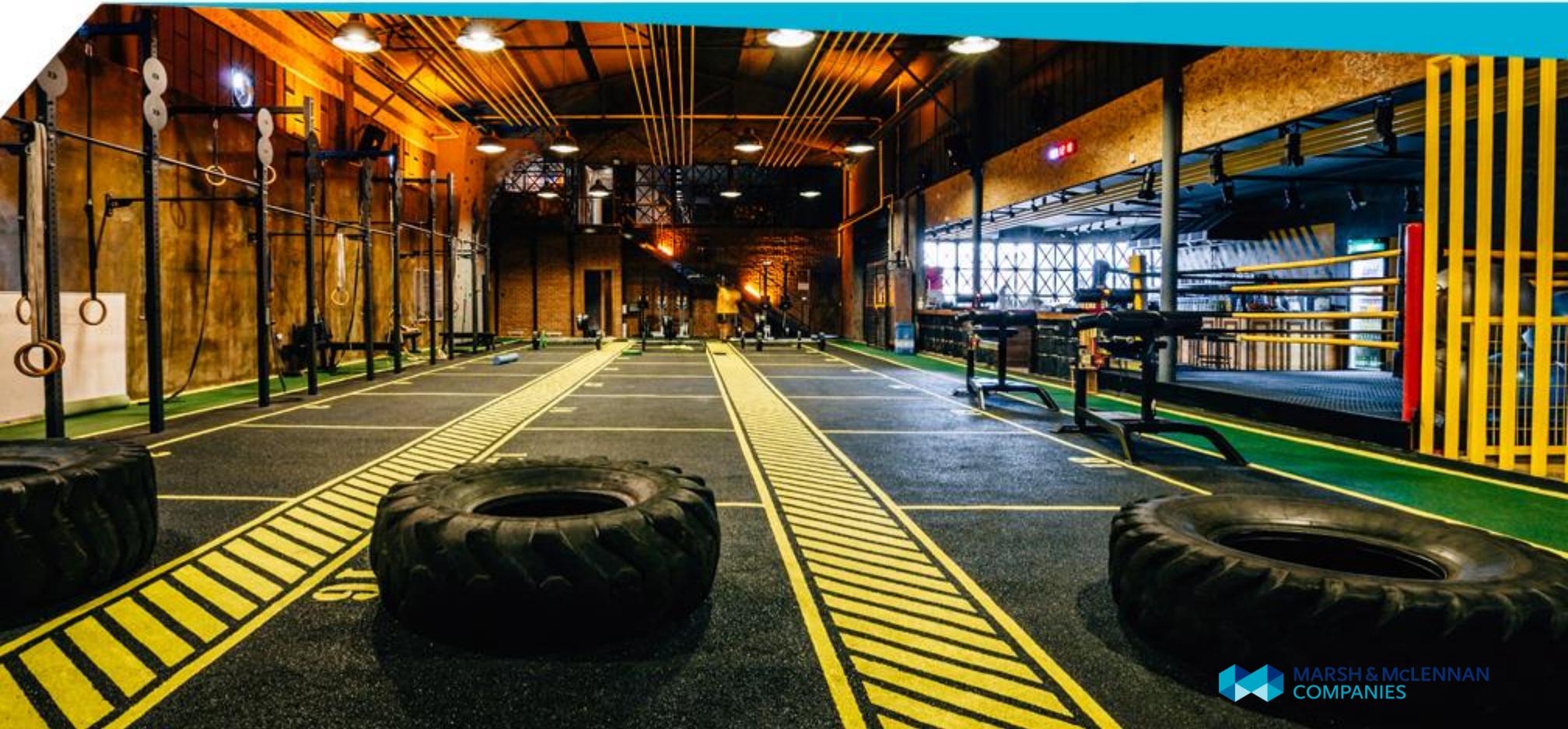


Effective Strategies to Keep Your Members and Employees Safe

May 2016



Health and Fitness Clubs

Understanding and Managing Risk

Today's Topics

- Risks found in the fitness industry with examples of effective control strategies.
- Building a practical safety program – basic foundation elements and different approaches.
- OSHA checklist – what requirements apply to the industry (including new recordkeeping requirements).

15-Minute Question/Answer Period

Presented by

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Overview

Health and Fitness Club industry (US only):

- \$22.4 billion in revenue, 34,500 clubs, 54 million members*.

Employee and member injuries can have tremendous impact...

- Workers' compensation and general liability insurance premiums:
 - Combined insurance costs average 1.2%* of revenue.
- Loss of high value employees:
 - Nearly 18,000 employees injured during 2014 (est. \$129m loss).
- Retained losses:
 - Offsetting one uninsured loss of \$25,000 requires gross sales of \$305,000 (based on 8.2%* profit margin).
- Serious exposure to general liability losses:
 - Over 1/2 billion* member visits per year.
 - Negligence multiplies size of the awards.
- Highly competitive business:
 - Reputational damage = market share loss.

* 2014 IHRSA Profiles of Success

Industry Risk Characteristics

- Strong: workforce young and physically fit.
 - Energetic, capable of heavy lifting tasks and repetitive work, when injury does occur tends to be less severe.
- Weak: workforce young and physically fit.
 - Inexperienced management, overtraining, attempting excessive physical tasks, less likely to report injury.
- Heavy foot traffic: average 103* visits per member annually.
 - 24/7 access, all weather.
- Member activities have intrinsic risk:
 - Bathing/showering.
 - Performing physical tasks they are unaccustomed to.
 - Being in a “motivational environment” that pushes physical limitations.

*“Member awarded \$10.8
for stroke suffered
due to being pushed too
hard by personal trainer
at club”*

* 2014 IHRSA Profiles of Success

Hazard Discussion – Slip/Fall , Strains/Sprains

- Slip/falls in parking lot and entryways: ice, rain, snow covered surfaces.
- Slip/falls in locker/changing rooms: showers, wet floors from cleaning and sanitizing operations.
- Trip/falls in parking lot and entryways: potholes, broken curbing, folded over floor mats.
- Trip/falls inside: weights not returned to racks, equipment placed in aisle ways, towels left out.
- Ergonomic hazards:
 - Employees moving equipment.
 - Employees pushing/pulling laundry carts.
 - Repetitive motion, strain/sprain from overtraining (trainers, coaches).
 - Members adjusting weight plates, strains/sprains during supervised activities, sustaining injuries due to overly aggressive workout goals set by trainers.

Hazard Discussion – Equipment, Cuts, Fire, and Severe Weather

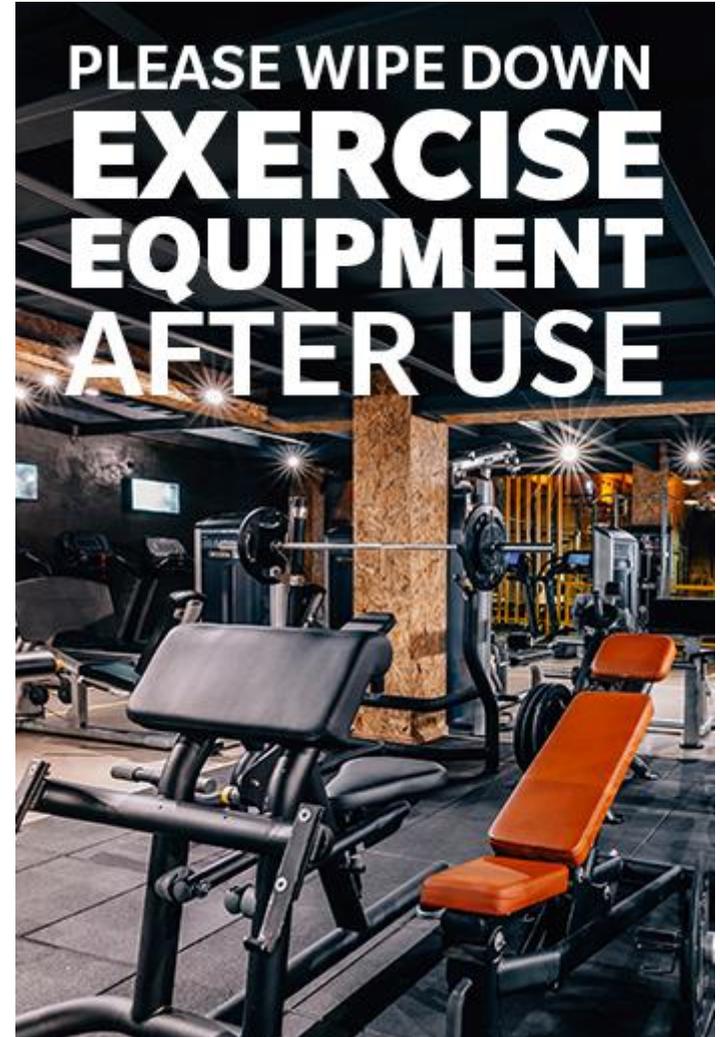
- Treadmill falls.
- Cable breaking on equipment.
- Members/employees getting caught in equipment (e.g., treadmills).
- Unsupervised children getting injured playing on equipment.
- Stability ball bursts.
- Crushed/broken bones from dropping weights.
- Electrical shock from ungrounded or damaged equipment.
- Malfunctioning equipment.
- Serious medical events while participating in supervised activities.
- Members, employees sustaining cuts/abrasions from sharp objects.
- Fire in “backroom” due to unsafe storage.
- Fire in sauna due to discarded newspapers/towels.
- Fire in laundry from a poorly maintained dryer.
- Tornado.
- Earthquake.

Hazard Discussion – Violence in the Workplace, Chemicals, Long Tail Risks

- Member or employee:
 - Threatening/assaultive behavior.
 - Assault/robbery in parking lot areas.
 - Bullying/intimidation.
- Active shooter event.
- Shelter in place order.
- Bomb threat.
- Excessive exposure to high noise levels; audio systems in trainer-led activities.
- Chemical exposure to cleaning solvents/materials.
- Exposure to potentially cancer causing UV tanning systems.
- Injury during application of spray tan materials.
- Chemical exposure to caustic pool and spa chemicals.

Hazard Discussion - Communicable Diseases and Other

- Motor vehicle accident: use of company or personal vehicle while on company business.
- “Working alone” hazards: employee unable to get help when injured.
- Injuries sustained during food prep: lacerations and burns.
- Inadequate food safety procedures.
- Injury to child while being supervised: short term daycare.
- Exposure to communicable disease (MRSA, HIV, Hepatitis).
- Head lice breakouts.
- Drowning: pools and spas.



Control Efforts: Slips/Falls



- ✓ **Replace worn/smooth flooring materials** with high grip surfacing.
- ✓ Make sure **heavily traveled areas are free of obstacles/obstructions**: do floor plan to assure equipment, benches, racks don't present trip hazards.
- ✓ **Use entry mats** to minimize tracked in water/snow: clean and/or replace frequently.
- ✓ Northern climes: **assure salt/sand/plowing is done** throughout storms, ask for more frequent service.
- ✓ Use **warning cones/signs** consistently to alert members and employees of slippery floor conditions.
- ✓ Do formal documented (log) **inspections** on a frequent basis, integrate with overall inspection process (inside, entry areas, parking lot).
- ✓ **Raise and maintain employee awareness** to the importance of maintaining safe walking surfaces.

Control Efforts: Ergonomic Hazards



- ✓ Whenever possible **use mechanical devices** to reduce stress: moving dollies and jacks, spring loaded laundry cart bottoms, lifting straps, etc.
- ✓ **Identify “high risk” lifting situations** (i.e., heavy equipment, weights, boxes) where two person lifts must be used. Red label problem equipment and prohibit single person lifts.
- ✓ **Complete formal inspections** on any type of cart used for moving materials: repair broken or damaged castors in a timely fashion.
- ✓ **Raise and maintain employee awareness** to the importance of using safe lifting techniques.



Control Efforts: Dealing With Emergencies



- ✓ **Have a basic plan** for evacuating the facility: all employees should understand their roles.
- ✓ **Critical: keep an up-to-date emergency contact list** in prioritized order for emergencies. Revise immediately after changes in management staff have occurred.
- ✓ Always have at least two employees with **first aid training readily available to respond**.
- ✓ Make sure required **AED's are properly maintained**.
- ✓ **Provide first aid supplies** commensurate with level of response to be provided (remember waste disposal).
- ✓ Let trained firefighters handle **fires**: priority for employees should be to get members and themselves to safety.
- ✓ **Encourage "buddy system" use** for members with known medical conditions.
- ✓ **Provide training** (and refresher training) on emergency response procedures: make sure newly hired employees understand their role.

Control Efforts: Biological Hazards (communicable disease)



- ✓ **Provide ample sanitation supplies:** disinfecting sprays and wipes should be readily available throughout the facility and their use should be required.
- ✓ **Wipe down equipment** as frequently as possible!
- ✓ **Laundry: washing used towels and robes properly** in hot water and hot dryers will ensure that they are thoroughly cleaned and safe to redistribute to members and employees.
- ✓ Provide and encourage the use of **hand sanitizer**.
- ✓ Provide the appropriate training, personal protective equipment, cleaning materials, and disposal bags for **cleaning up body fluid spills**.
- ✓ **Cleaning:** thoroughly clean the entire facility during non-busy periods and after closure – daily basis.
- ✓ **Education:** ensure all employees are aware of the dangers of communicable disease (MRSA, Hepatitis, HIV, etc.) and that they can be prevented by proper sanitation.

Control Efforts: Mitigating General Liability Claims



- ✓ Maximize the use of hold **harmless agreements**.
- ✓ Provide “more than adequate” **lighting**.
- ✓ Use **signage** to warn of potential hazards.
- ✓ **Keep good documentation** of inspections, equipment maintenance, etc.
- ✓ Maximize the use of **CCTV systems**.
- ✓ **Competency (certification/accreditation)**: establish minimum requirements and track/confirm compliance.
- ✓ Train club managers, and all employees, on **appropriate response** when member reports incident.
- ✓ Provide **adequate tools for club managers** to complete effective investigations: procedures/checklists, digital camera, interview questions, etc.
- ✓ When an unsafe condition, equipment, or practice is discovered **take corrective quickly across all similar circumstances** across the organization (with legal approval).

A Safety Program Pulls It All Together

Committed Management

Scorecards - Metrics

Safety Teams or Committees

On-Line and Hard Copy Safety Manual

Risk Management Information System (RMIS)

Learning Management System

Cleaning Schedule

Max possible frequency
document

Training & Awareness

Use training matrix and document
attendance, use posters, text blasts
newsletters, company website, etc.

Incident Reporting & Investigation

Provide club managers with
tools and training

Emergency Preparedness

Outline plan, responsibilities, practice,
keep contact info up to date

Area Hazard Inspections

High-frequency, multi-layered
document using logs, checklists

Equipment Inspections

Workout machines, accessories,
weight racks, saunas, spa pumps,
fire exiting, emergency lighting, etc.

Job Hazard Analysis Risk Assessment Programs

Different Approaches - Safety Program Structure

- ***Safety Program Must Reflect the Organizational Structure***
 - Corporate-driven – highly-centralized.
 - Regional/district based.
 - Shared services.
 - Single site-oriented – stand alone.
- ***Critical Characteristics***
 - Must be practical and affordable: yet adequately resourced!
 - Integrated into operations: baked in, not bolted on.
 - Meet regulatory obligations.
 - Effective in reducing losses.
 - Effective in mitigating risk.
 - Metrics driven: must get return on investment.

Tips for Avoiding “Manager Meltdown”

- Provide the tools:
 - Train/orient managers in safety responsibilities.
 - Equipment safety checklists, inspection sheets, written program templates.
 - Implement a **Learning Management Systems** that provides training content and tracks attendance, also provides email reminders when employees need training.
 - Implement **Document Management System**.
 - Steady supply of new safety posters, handouts, other materials.
- Combine member and employee safety concepts into one.
- Create a **safety calendar** that outlines activities for each month: avoid overload.
- Integrate safety into every operations meeting:
 - Communicate that these are priority activities by discussing them frequently.
 - Give accolades frequently.

Key Element: The Use of Metrics to Drive Improvement

- **Employee injuries:** use the number of workers' compensation claims or OSHA reportables to calculate rate: compare performance to Bureau Labor Statistics industry average of 2.4 injuries and illnesses per 200,000 hours (100 emps).
- **Workers' compensation costs:** at year end calculate rate using incurred losses and payroll or hours worked.
- **Member injuries:** number of GL claims per \$1M sales, hours worked, etc.

Use metrics in a scorecard format to identify opportunities and motivate managers to support safety activities.

Last But Not Forgotten: OSHA!

- Understand your compliance “risk” (depends on exposures/activities being carried out by your employees).
- Level of enforcement varies widely (federal versus state).
- Create procedure for managers: what to do when OSHA shows up at the door.
- Common citation issued in Fitness Industry: HAZCOM.
- New requirement: *Recordkeeping!*
 - Maintain log.
 - Post summary.
 - Call OSHA to report within 24 hours: inpatient hospitalization, amputation, or loss of an eye that was the result of a workplace injury (fatalities within 8 hours).
- More information in Appendix.

Control Strategies: Avoiding Problems With OSHA



- ✓ OSHA poster in employee break area.
- ✓ OSHA 300 log (if more than 10 employees).
- ✓ OSHA Summary (between Feb 1 thru April 30).
- ✓ Make sure you have written Hazard Communication Program on site.
- ✓ Have all material safety data sheets.
- ✓ Containers properly labeled.
- ✓ Provide personal protective equipment where necessary.
- ✓ Make sure fire extinguisher inspections are completed.
- ✓ Check first aid kits: restock on regular basis.
- ✓ Post evacuation map.
- ✓ Have safety committee meeting minutes available (where required by state law).

Thank You
Q&A NEXT!

Marsh's Workforce Strategies Practice – What We Do

1

Health & Safety/ Life Safety

- Safety Strategy Development & Implementation
- Safety Performance Excellence (SP^X)
- Global Safety Excellence Assessment
- Health and Safety Inspections
- WC Gap Analysis
- OSHA Compliance
- Safety Management System Consulting
- Product Liability

2

Ergonomics

- Call Intake and Resolution Management
- Ergonomics Gap Analysis
- Ergonomic Exposure Mapping
- Job Analysis
- Safe Motion Dynamics
- 5S Workplace Organization
- Slip, Trip, Fall Assessments

3

Transportation/ Fleet/Auto

- Fleet Gap Analysis
- PACE Driver Training
- CSA Compliance
- Injury Avoidance Gap Analysis

4

Behavioral

- Safety Culture Improvement
- Safety Leadership Excellence
- Behavioral Risk Improvement
- Behavioral Services Risk Consulting
- Behavioral Performance Plus

5

Industry Expertise

- Retail/Wholesale/DC
- Industrial/Manufacturing
- F&B/Restaurant
- Sports/Entertainment
- Construction
- Real Estate
- Healthcare
- Education and Public Entity
- Hospitality/Gaming

Appendix

OSHA OVERVIEW

Appendix

OSHA OVERVIEW

Required Activity	Comment	Needs
Provision of first aid	Need to have at least 2 first aid trained employees	Training and provision of first aid supplies
Handling hazardous chemicals (e.g., cleaning materials)	Also called Hazard Communication: Employee Chemical Right To Know	Training, material safety data sheets, labeling, inventory of chemicals
Emergency response plan	Should also include procedure for member medical events	Simple plan, evac maps posted, and some sort of drill
Testing emergency lighting & emergency eyewashes	Emergency eyewash	Lighting: trip test monthly, 90-minute test annually
Emergency exit signage		Confirm designated exits have illuminated signs
Fire extinguisher inspection	Have an outside contractor do annual inspections	Visual inspection monthly and full inspection annually
Keeping a log of injuries	Only applies if you have more than 10 employees	300 log and post summary Feb 1 to April 30

Appendix

OSHA OVERVIEW

Required Activity	Comment	Needs
Blood, body fluids, and communicable diseases	If any employee could be exposed to fluids during medical response or clean up	Written blood-borne pathogen program and training; provide clean up and disposal materials, Hep B shots
Safety committees	Recommended for all but required in some states	Engage employees, get feedback, risk reduction projects, keep minutes
Safety plan	Recommended for all but required in some states	Simple outline of hazards in the workplace, control strategies and responsibilities
Providing personal protective equipment (PPE assessments)	Employer needs to provide safety glasses, gloves, face shields, etc. when needed	PPE assessments to determine when needed
Associates exposed to excessive noise	Exposure to loud music for extended periods of time results in hearing loss	Written hearing conservation program, annual audiograms, surveys when necessary, provide hearing protection

Appendix

OSHA OVERVIEW

Required Activity	Comment	Needs
OSHA poster	Required for all	Post in area where employees gather
Provide automatic external defibrillators (AED)	Required for all	States have different requirements when an employer provides AED's: training and medical directives, inspection
First aid kits	Required with first aid trained employees	Need to have kits match use: basic supplies versus first train versus EMT

Important Note: the requirements outlined in this table only address activities commonly found in Sports and Fitness Clubs and is not intended to be an all inclusive list of regulatory requirements.

Additional Workplace Safety Regulations May Apply!

- Equipment and Building Maintenance
 - Electrical Safe Work Practices.
 - Machine Lockout (large equipment where plug cannot be controlled).
 - Fall Protection (when working at heights).
 - Use of Ladders (training, ladder inspection).
 - Respiratory Protection (painting, welding, caustic chemical handling).
 - Confined Space (entry into chillers or large scale air handling).
 - Hot Work for controlling welding or brazing operations.
- Construction operations fall under CFR 1926.
- Pool chemicals may trigger Hazardous Material Management requirements.
- Occurrence of ergonomic-type injuries may trigger ergo program requirements.



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