

PRESIDENT'S MESSAGE

Lorena Pettet Payne, PT, MPA, OCS

If you are looking for new learning opportunities, would like to network with peers or just take a refresher course, the OHSIG has been working for you. Combined Sections Meeting is in Washington, DC, on Saturday January 26, 2019, at Walter E. Washington Convention Center, room 146A. Please join your peers for the OHSIG membership meeting at 6:45 a.m., immediately followed by “Thinking Outside the Box: Improving Worker Health with Ergonomics” - 8:00-10:00 a.m. The OHSIG Board will be meeting on Wednesday, January 23, 2019, 6:00-9:00 p.m., Marriott Marquis, Pentagon room. Members are always welcome. Another opportunity to elevate your knowledge is at NEXT, Chicago, Illinois Friday, June 14, 2019 at 3:00 p.m. – Putting Science Behind the Promotion of Function to Support a Healthy Workforce. Additionally, check out the recent webinars presented by Steve Allison on Functional Capacity Evaluations and another on Job Analysis- Physical Demands Validation. These can be found with other archived podcasts on the OHSIG web page in the Academy of Orthopaedic Physical Therapy website at orthopt.org.

A big thank you to all of the members that have reached out to the OHSIG for answers, with concerns, for information, or have offered a greater level of involvement within the group. My passion revolves around the ability of individuals to participate in meaningful work which in turn leads to healthy, productive communities. My hope is that some of my enthusiasm and commitment is reflected in the work that board and many committee members have accomplished over the past 6 years. As I step away from my obligations as OHSIG President I want to review the objectives and progress which have served as our road map to the present and can continue to guide this dynamic group into the future.

Objective 1: Position PTs as leaders and valuable contributors to workers' compensation / occupational health

- The Work Rehab CPG is a non-traditional CPG in that it is not based on a specific pathoanatomic model. We anticipate publishing date in 2019.
- Direct access with payment under work compensation remains an area that needs work and the initiative of members from all chapters.
- The operational definitions have a new name, Current Concepts in Occupational Health. The Functional Capacity Evaluation, Ergonomics, Rehab of the Acutely Injured Worker, and Educators tool box are updated as of 1-2019.
- Increased awareness of physical therapist in the work space among policy makers, regulatory agencies has grown. Representatives from the OHSIG have met with the Department of Labor, OSHA administrators, members have communicated with Social Security administration, we have given comment on ACOEM guidelines, members have presented at national meetings of self-insured employers. We have submitted member names to represent the profession on various advisory panels. The OSHIG collaborates with the APTA

Practice Department to keep in touch with policy makers and regulators.

Objective 2: Ensure physical therapists are aware of and compliant with workers' compensation regulations (including WC, ADA, OSHA, EEOC etc.)

- The OHSIG has sponsored webinars on OSHA first aid rule and continues to share information as available.
- The OHSIG has made available a secure social network platform that has hosted conversation regarding payment and policy.

Objective 3: Educate PTs in best practices for managing workers with health conditions

- Work Rehab CPG as cited above.

5S Your Work Place! - Adopting Lean Manufacturing Philosophy for the Health of the Work Force

Submitted by Lorena Pettet Payne

Like many of my colleagues, I am on-site at numerous work places that range from manufacturing to service, to health care and retail operations. Several years ago, I was at a client company when I noticed a piece of paper posted at a work station with this simple admonition “5S your work space.” I questioned the individual regarding the sign. She cited the various activities that keep the area efficient, most of which originated from her and her teammates. She explained that consistent and convenient organization of her work area and making sure tools are in good working order helps her company remain efficient and, she admitted, it makes her happier.

“Just in time” manufacturing or more commonly referred to as lean manufacturing is based upon the Toyota production system structure and philosophy, which gained the attention of manufacturers in the 1960s. The Toyota Way includes 14 major principles that the company has been built upon.¹ A similar philosophy is Six Sigma with origins within the Motorola Corporation in 1980. Lean management is focused on eliminating waste and ensuring efficiency while Six Sigma's focus is on eliminating defects and reducing variability using statistical analysis.²

5S is a critical process that is included in the broader approach of lean management and will be introduced here. This same approach can easily be adapted by physical therapists on the job site and in clinical practice to improve the value of services to all clients and patients. When applied to physical therapist practice in injury prevention, ergonomic intervention, return to work decisions as well as more routine clinical services, the process of implementing all phases can be enlightening and, in the end, improve effectiveness.

5S Phases³

1. Sort (Seiri) Getting rid of unnecessary items
2. Set in order (Seiton) Placing all necessary items in the optimal place
3. Shine/Sweep (Seiso) Cleaning and inspecting the work place, tools, and machinery
4. Standardize (Seiketsu) Standardize the processes used to sort, order, and clean
5. Sustain/Self discipline (Shitsuke) Autonomous continuation of the processes

SORT: Simple observation in a work area can identify if there are tools that are not needed or obsolete in the work space. This can be distracting and may pose hazards if it limits the access to needed tools or supplies. Using information from the worker, make sure that all items are easily available, unused, or unnecessary items are removed.

SET IN ORDER: This is the important phase for input from the onsite physical therapist. Arrangement of the work area is critical to avoid wasted or unnecessary movements. Critical assessment of the material handling tasks including horizontal reach, lifting operations, and placement of supplies will expose activities that lead to needless injury. Recommendations for limiting reach distances or proper placement of heavier objects will be welcomed by the workers.

SHINE/SWEEP: Maintaining tools in good work order decreases the need for more force or awkward postures. Examples of this are not uncommon in my experience. I have seen workers using greater forces and awkward postures to complete a task when they are using dull blades on rotary cutters, worn out sand paper on palm sanders, and a malfunctioning door on a compactor.

STANDARDIZE: Communication of best practice is the first step to maintaining consistent quality or outcome. Physical therapist involvement in the orientation of new employees assists the company by giving consistent messages related to safety standards. Ergonomic principles, safety expectations, and reminders of general personal health management can be introduced and reinforced at each follow-up visit to the site. This phase reinforces the first 3 phases.

SUSTAIN/SELF DISCIPLINE: Sustaining the process includes continual re-evaluation of efficiency and effectiveness. Physical therapists can identify areas of higher incidence of injury,

investigate the cause, and recommend a change in the work area set up or in the tool used. This may produce a new standard with input from the workers and management which in turn will need to be sustained.

5S is only a small part of lean management philosophy. Lean management is nimble and responsive to all customers. Kaizen means “change for better” and is a perpetual concept that lean companies embrace. It humanizes the workplace while eliminating overly hard work (Muri). That is where physical therapists have so much to offer any business. It should not be overlooked that we should inspect our own business practices, implement lean management thinking if only the 5S phases to become more effective, producing a product that all of our customers value.

There are a number of resources related to lean management. The business school near you may have short courses on the subject. Explore numerous books published on “the Toyota way” and become familiar with the fourteen principles⁴ on which efficiency can be built.

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REFERENCES

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3. Wikipedia. 5S (methodology). [https://en.wikipedia.org/wiki/5S_\(methodology\)](https://en.wikipedia.org/wiki/5S_(methodology)). Accessed October 1, 2018.
4. Wikipedia. The 14 Principles. https://en.wikipedia.org/wiki/The_Toyota_Way#The_14_Principles. Accessed November 6, 2018.



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