

Environmental Services Department Zero Injuries Program (ZIP) Celebration August 31, 2004

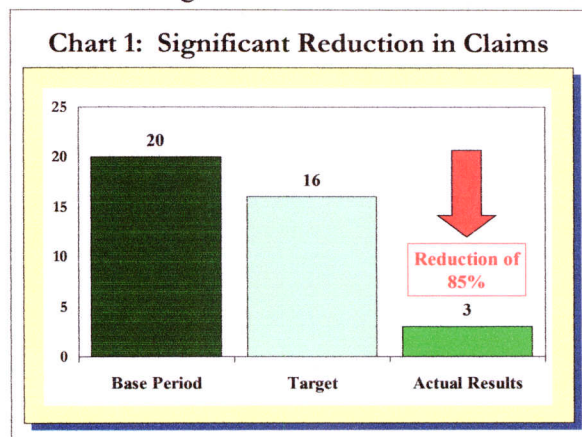
Results of the 9-month Environmental Services Department Zero Injury Program

- Filed claims reduced by 85%.
- Lost days reduced by 100%.
- Injury-related expenditures reduced by 99%.

Zero Injuries Program Overview

In September 2003, Janie Bovee (Human Resources), Hannu Ratinen (Supervisor, Environmental Services), and Michelle Brown (Supervisor, Environmental Services) approached Craig Bock, M.A., CRC about a potential injury reduction program at Overlake Hospital Medical Center (“OHMC”). Ms. Bovee, Mr. Ratinen, and Ms. Brown were concerned about the significant number of injuries that occurred in the OHMC Environmental Services Department (“ESD”) during 2002 and 2003. At the initial meeting, it was decided that Mr. Bock should complete on-site job analyses for specific Environmental Services positions to initiate the process of identifying areas of concern, and formulating a plan to address opportunities for injury reduction. The Zero Injuries Program (“ZIP”) was born.

Initial meetings and discussions led to the roll out and implementation of a 9-month pilot program in the



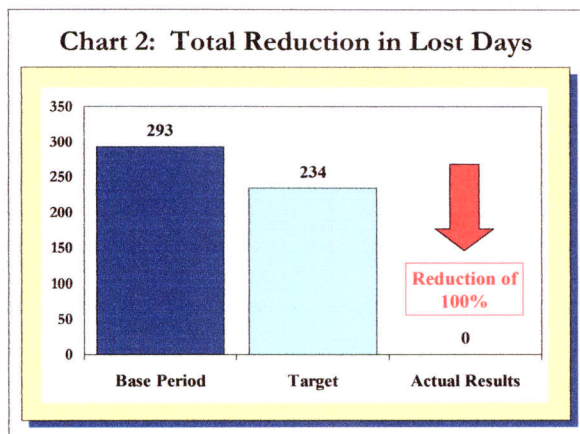
ESD, focusing on increasing employee awareness of current work habits, and providing new options for smart and efficient work practices. It was hoped that the new practices would benefit workers in both their professional and personal lives. Aggressive goals were set at the beginning of the program. To achieve the goals, it would require a significant reduction in the number of claims filed in the ESD (reduction of at least 20 percent), a reduction in the days lost due to claims, and a reduction in the overall expenditures related to injury claims. A number of incentives were offered to the ESD staff in an effort to encourage participation in the ZIP.

The concepts and objectives of the ZIP were explained to ESD employees during two September 2003 staff meetings. For the ZIP to work, the employees needed to understand the goals of the program, and feel that they could contribute to the program, and had a personal stake in the success of the program. Mr. Bock led both meetings with the assistance of Ms. Bovee, Ms. Brown, Mr. Ratinen, Steven Lowe, Pat Pearlman and Audrey Klotkowsky.

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A group of dedicated employees became Safety Resource Members (“SRMs”). These individuals acted as the liaisons between the ZIP coordinators and the ESD employees. The SRMs and Mr. Bock met bi-weekly to discuss the progress of the ZIP. The SRMs included: Leo Nito, Robert Williams, Ron Bales, Rhonda Wilkins and Ernesto Purganan.

During the ZIP, the workers identified areas of concern such as the trash compactor, lifting mechanics, soiled linen collection, double handling of linen, placement of items in the hallways impeding ambulation, lack of mirrors in some hallways restricting vision around corners, and cuts from sharp objects.

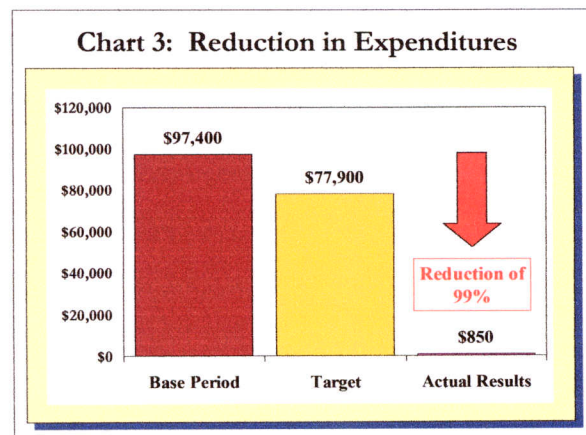


To address the recommendations for a safer work environment, the ESD implemented changes to the work environment, requested an on-site evaluation/demonstration from MHI Systems, Inc. (an industry leader in soiled linen collection systems), and viewed a video (called “*Good Back/Bad Back*”) which illustrated how to use appropriate body mechanics at work and at home.

During the period from October 2003 through June 2004 there were only three injury claims, an 85 percent reduction in the number of claims (far surpassing the goal of a 20 percent reduction), as shown in Chart 1 on the preceding page.

The diligence of the ESD staff to identify areas of safety concern and promote work safety also led to 100 percent total reduction in lost days of work during the 9-month pilot period. (Shown in Chart 2 above.) Further, the total expenditures related to ESD injury claims were reduced by over 99 percent. (Chart 3.)

In an effort to reward the ESD staff for their on-going participation in the ZIP, a points system was used to rate each of the hazards and solutions identified by ESD staff members. Based on the points generated during the ZIP, the workers were awarded pizza certificates and American Express gift certificates during the ZIP celebration on August 31, 2004. Employees also received peer-voted Best Practice awards, and ZIP Completion Certificates.



The 2003-2004 OHMC Environmental Services Department ZIP participants identified areas of concern, constructed a program where people came first, encouraged open communication, and celebrated solutions to challenges. Each participant benefited from the program based on its core values and goals. Injury reduction, an increase in productivity, and a decrease in injury-related expenditures are the hallmarks of the program. It is hoped that other OHMC departments will be able to implement and benefit from the experiences of the ESD Zero Injuries Program at OHMC.