



The Aging Workforce

The Employee Valued Asset Consumer and Customer

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Factors affecting employee behavior

- Motivation Factors-degree of invested employee energy to the organization
 - Valued
 - Acknowledgement of skills
 - Workplace attitude of co-workers and management
 - Health support-wellness promotion, injury prevention
- Engagement Factors-emotional, intellectual attachment to the organization
 - Rewards-Health promotion, illness support, injury prevention, return to work benefits
 - Visual recognition (groups, individual)
 - Benefits-health, recovery, illness, injury and disability management support
 - Work and personal growth opportunities
 - Flexibility-balance of work and home life



Engagement

- The more a 50+ person feels engaged or connected to their work the greater their organizational contribution and commitment.
- Top 3 older worker issues:
 - Having an environment where their opinion is valued.
 - Being able to work as long as they can/wish
 - Having good health benefit/pension plan

How Prepared are Employers?

In regard to using opportunities and addressing challenges of the aging workforce, a survey of 400 US HR executives reports:

- Almost one third have not addressed the issue
- Others are evolving creative strategies such as:
 - Targeted 50+ recruitment and return of retirees promotion
 - Use of shared jobs and part time positions
 - Increased use to train new workers, mentors, orientation.
 - Centre of excellence resource-contracted, consulting service to respective sectors

Nature vs Nurture

- In a recent study one third of recent retirees left work for health related reasons. (two thirds retired for non-health reasons)
- The assumption of most retirement research seems to be that deteriorating health is a direct function of aging and little can be done to prolong the careers of these individuals.
- Most people remain physiologically quite resilient into their senior years.
- Prompt medical intervention, policies favouring health promotion, chronic illness self-management education, rehabilitation and prompt re-integration into the workforce prolong careers and productivity.
- Some companies are very effective at re-integrating ill, injured or disabled workers into productive jobs
- Health concerns appear to be affecting the employability of some 50 to 54 year-olds, many of whom might take part in the labour force if their health were better or modifications were made to their job or workplace.

Why Health Promotion?

There is cost to an unhealthy workplace.

- Workers who have little input into decision making and the way their work is organized within their jobs were found to be 50% more likely to suffer from heart disease.
- Work absences are increasingly due to personal reasons.
- Older workers with high worklife conflict registered 13.2 days absence/year compared to 5.9 days
- High distress in turn was shown to increase the likelihood of experiencing musculoskeletal problems cardiovascular problems by 120%, gastrointestinal problems by 210%: coronary heart disease by 350%: and mental health disorders by 1740%.
- There are over 100 types of arthritis. Most people are dealing with chronic pain and fatigue while working. Adaptations make the difference in reduced absenteeism.

Most experts conclude that management must play a greater role in efforts to reduce the effects of stress, anger, and depression in the workplace. Workplace health initiatives need to be integrated into managerial responsibilities.

A few Basic Reminders

- CD Howe projections show that those in the 45-64 age group will account for 70% of net increase in the working population by 2010.
- The importance of those over the age of 65 will increase.
- Labour force growth rate will be slower than current rate
- Younger workers are more apt to be injured at work and older workers if injured tend to take longer to recover from an injury.
- Age is a poor predictor of physical and mental ability.
- Older workers score high on job skills, loyalty and reliability. They tend to insist on working smarter and safer over harder. They want to know why they are doing what they are doing.
- Older workers may work at a slower pace but they make fewer mistakes. (CCOHS, 2001)

Is it worth the effort?

Table 4: Former employees not retiring for health-related reasons who might have continued working, by job characteristics

| | Change desired | | | |
|--|----------------|-----------------|-----------------|-----------------|
| | Total | Working time | Other factors | Both |
| Total | 461 | 112 | 122 | 226 |
| Early retirement incentive | | | % | |
| Yes | 58 | 15 ^F | 10 ^F | 33 |
| No | 46 | 11 | 14 | 21 |
| Receiving pension income | | | | |
| Yes | 51 | 14 | 11 | 26 |
| No | 48 | 10 ^F | 17 | 22 |
| Occupation | | | | |
| Management | 55 | 14 ^F | 14 ^F | 27 ^F |
| Professional | 46 | 13 ^F | 12 ^F | 21 ^F |
| Technical | 52 | F | F | 30 ^F |
| Clerical | 52 | 12 ^F | 12 ^F | 25 ^F |
| Sales and service | 50 | 10 ^F | 19 ^F | 21 ^F |
| Trades, transport and equipment operators | 51 | 15 ^F | 12 ^F | 24 ^F |
| Unique to primary, processing, manufacturing and utilities | 48 | 12 ^F | F | 28 ^F |
| Industry | | | | |
| Agriculture and other primary | 52 | F | F | F |
| Utilities, transportation and warehousing | 60 | 18 ^F | 12 ^F | 30 ^F |
| Construction | 45 | F | F | F |
| Manufacturing | 49 | 12 ^F | 11 ^F | 26 ^F |
| Trade | 58 | 11 ^F | 19 ^F | 26 ^F |
| Finance, insurance, real estate, professional and business | 53 | 15 ^F | 12 ^F | 27 ^F |
| Health care, social assistance and education | 44 | 13 ^F | 12 ^F | 19 ^F |
| Information, culture and recreation | 63 | F | 19 ^F | 36 ^F |
| Accommodation, food and other services | 40 | F | F | 20 ^F |
| Public administration | 47 | 9 ^F | 13 ^F | 25 ^F |
| Employment status | | | | |
| Full-time/full-year | 50 | 13 | 12 | 25 |
| Not full-time/full-year | 48 | 10 ^F | 18 ^F | 21 ^F |

Source: General Social Survey, 2002

If alternatives had been offered, about 60% of individuals formerly employed in utilities, transportation, warehousing, trade, information, culture and recreation would have continued to work, compared with about 45% in construction, health care, social assistance, education, accommodation and food industries.

Median Retirement Age

Table 3: Median retirement age in Canada, by industry

| Industry | All workers | | Employees | | Self-employed | |
|-------------------------------------|-------------|-----------|-----------|-----------|---------------|-----------|
| | 1991–1995 | 1996–2000 | 1991–1995 | 1996–2000 | 1991–1995 | 1996–2000 |
| All industries | 62 | 61 | 62 | 60 | 65 | 65 |
| Goods-producing | 63 | 63 | 62 | 61 | 65 | 66 |
| Primary | 65 | 65 | 62 | 62 | 66 | 68 |
| Agriculture | 66 | 69 | 65 | 65 | 66 | 69 |
| Other | 62 | 61 | 61 | 61 | 65 | 65 |
| Utilities | 59 | 57 | 59 | 57 | n/a | n/a |
| Construction | 65 | 63 | 64 | 62 | 65 | 65 |
| Manufacturing | 62 | 62 | 62 | 62 | 65 | 62 |
| Service-producing | 62 | 60 | 62 | 60 | 65 | 65 |
| Trade | 64 | 63 | 64 | 62 | 65 | 64 |
| Transportation/warehousing | 60 | 62 | 60 | 61 | 65 | 65 |
| Finance, insurance, real estate | 62 | 60 | 62 | 60 | 62 | 66 |
| Professional, scientific, technical | 65 | 65 | 65 | 63 | 66 | 66 |
| Management, administrative, other | 65 | 65 | 65 | 65 | 65 | 64 |
| Educational services | 61 | 57 | 61 | 57 | n/a | n/a |
| Health care, social assistance | 62 | 60 | 62 | 60 | 65 | 66 |
| Information, culture, recreation | 61 | 60 | 60 | 59 | n/a | n/a |
| Accommodation, food services | 65 | 64 | 65 | 63 | 64 | 65 |
| Other services | 65 | 64 | 65 | 63 | 66 | 65 |
| Public administration | 60 | 58 | 60 | 58 | n/a | n/a |

Disability Management is not just a good return to work program

- Invest in hardware-related elements such as improvements in the work process and work environment (incorporate an ergonomic mandate)
- HR strategies; worker motivation: job transfer programs, cross training, mentor training, time share, work share, proactive transitional work.
- Know your current employee demographics
- Health Promotion and Illness Prevention Programs
 - Immunization support-flu, tetanus etc
 - Resource Awareness-EAP, man to man project by Clinic, men's centre, mental health & community agencies & societies.
 - Education-brochures,
 - Onsite links-student practicums-health field, voc-rehab, benefit supported services-dieticians, massage therapy, OT, PT, chiropractor etc.
- Injury Prevention Programs
 - Employee health screening
 - Culture of Safety-reporting injuries,
 - Safety & Health committee proactive mandate
 - Management -statistical feedback, benchmarking reports
- Return to Work Programs
 - Mandatory or voluntary participation for work and non-work injuries?
 - Define & implement a process that addresses permanent accommodation, work hardening and/or modified duties

Strategies

- Review and negotiate improved health maintenance support with insurance providers-support illness but improve health rewards-annual vision exams, more expensive corrective lenses financial support, longer recovery support for injured, improved rates for return to work incentives, support for adaptive aids in the workplace etc
- Link with suppliers to discuss improved safety wear, lighter weight, ease of use etc.
- Educate internal employees and external candidates on opportunities for ongoing education. Offer onsite courses, online courses, "soft skill" training such as how to mentor, job skill analysis, work instruction writing etc.
- Offer self-management courses for chronic conditions, develop routine care support through occupational health services, smaller business can link with larger ones for OH support.
- Invest in smart work; good ergonomics will support the older worker as well as attract and retain new workers. No one wants to work till it hurts anymore.
- Develop a process to assess and introduce new supports.
- Use professionals such as OTs. PTs OHNs to assist in workplace adaptations.
- Identify barriers, use focus groups and develop a solution matrix

Reduce risk

Safety Officers-close your eyes



Light touch heavy duty
hole punch



Carpal tunnel gloves-
displaced pressure insert



Anti-fatigue wrap



Kneeling stools

Adaptation Ideas



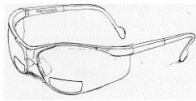
Elastic shoelaces



Tie and quick zip work boot



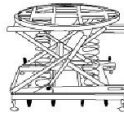
Ring Pen



Reader safety eyewear
Bottom or top & bottom
magnifiers



Mouse table



Turntable



Scissor Lift

Adjustable workstations

Critical Success Factors



- **Senior management involvement**
- **Participatory planning**
- **Primary focus on employees' needs**
- **Optimal use of on-site resources**
- **Integration**
- **Recognition that a person's health is determined by an interdependent set of factors.**
- **Tailoring to the special features of each workplace environment**
- **Evaluation**
- **Long-term commitment**

How can we afford not to invest?

Source References

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Thank You



What Health Promotion and Chronic Illness Supports will benefit your employees?

How do you plan to identify your consumer needs?



Let's get on board!