

# Measuring the success of your musculoskeletal health strategy

Your musculoskeletal (MSK) health strategy is the plan of action that will help you create a safe and healthy workplace. There is no one-size-fits-all approach, and every organization is different. But using data to measure success is the key to creating solid workplace MSK health strategies. Decide early on how you will quantify your objectives. These quantified objectives will be your key performance indicators (KPIs).

For each priority and specific objective you set, assess the data to determine if you're achieving your desired outcomes. This will help you to see if the programs and solutions you've put in place are working.

## How to measure success:

- Use data to measure progress.
- Track KPIs (see the table below)
  - Note: Most organizations track metrics quarterly.
- Decide which actions have been effective and which haven't.
- Use data analytics and insights to decide next steps.

Be sure to collect both quantitative (objective) and qualitative (subjective) data to ensure unbiased service delivery and programs. Then link the MSK health KPIs to your business performance goals.

Remember, it takes time to see results. Your actions may not yield immediate financial results. It can take three or more years to achieve a positive return on investment (ROI).<sup>1</sup>

Financial ROI is only part of the story. It's also important to focus on the value on investment (VOI). A culture of wellness can have a positive effect on employee retention, satisfaction and engagement. It can also help you to attract talent.



From the 2020 Sanofi Healthcare survey, we saw that:

- Eighty-six (86%) percent of those surveyed agreed that workplace health and wellness is an important factor when deciding on a job offer or staying with an organization; 29% strongly agreed.<sup>2</sup>

Below are some examples of KPIs:

Category	Key performance indicators
<b>Employee/ workplace factors</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Survey/assessment results related to MSK health (e.g. Sun Life Organizational MSK Health Checklist and employee engagement surveys)</li> <li><input type="checkbox"/> Employee engagement survey results</li> <li><input type="checkbox"/> Percentage of leaders who completed MSK health training</li> <li><input type="checkbox"/> Percentage of employees who completed MSK health training</li> <li><input type="checkbox"/> Percentage or number of incident reports or complaints that reflect workplace safety. For example, workplace incidents/accidents and injuries.</li> <li><input type="checkbox"/> Health Risk Assessment results</li> <li><input type="checkbox"/> Focus on the factors that influence back health:               <ul style="list-style-type: none"> <li>– Fitness levels</li> <li>– Regular physical activity</li> <li>– Psychological factors</li> </ul> </li> <li><input type="checkbox"/> Number of MSK health events or sessions scheduled</li> <li><input type="checkbox"/> Participation in MSK health events or sessions</li> <li><input type="checkbox"/> Number of hits on MSK health internal website(s) (intranet)</li> <li><input type="checkbox"/> Employee turnover rates (it can be helpful to calculate by business unit)</li> <li><input type="checkbox"/> Data on leading and lagging indicators</li> <li><input type="checkbox"/> Absenteeism rate (total sick days, sick days by business unit, sick days by manager/director, etc.)</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Total drug costs related to MSK health</li> <li><input type="checkbox"/> Utilization rates and total cost of MSK health services (paramedical claims)</li> <li><input type="checkbox"/> Percentage of total costs (drug and paramedical) related to the use of MSK health benefits</li> </ul>
<b>Disability (short-and long-term, worker’s compensation)</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Percentage of MSK health-related diagnoses</li> <li><input type="checkbox"/> Number of new MSK health-related claims accepted</li> <li><input type="checkbox"/> Average claim duration for MSK health-related claims</li> <li><input type="checkbox"/> Total costs related to worker’s compensation claims</li> <li><input type="checkbox"/> Ratio of occupational vs. non-occupational MSK claims</li> <li><input type="checkbox"/> Number of employees participating in a modified work program</li> <li><input type="checkbox"/> Average duration of modified work programs</li> <li><input type="checkbox"/> Reoccurrence rate</li> </ul>



## Tips:

- A focus on MSK health is an ongoing effort, not a one-time occurrence. Schedule a number of events throughout the year.
- Consider looking at your disability claims, absenteeism and turnover rates by category, such as work unit or job function. We know that certain types of work have a disproportionate rate of employees on disability leave. For example, labour intensive or repetitive jobs.
- Do research on how similar workplaces in your industry are approaching MSK health. **The Centre of Research Expertise for the Prevention of Musculoskeletal Disorders (CRE-MSD)** and **Canadian Centre for Occupational Health and Safety** have resources and recommendations to prevent work-related MSK disorders. We also use industry benchmarking in our reports to compare experience.



<sup>1</sup> Deloitte. (2019). *The ROI in workplace mental health programs: Good for people, good for business - A blueprint for workplace mental health programs*. Deloitte Insights

<sup>2</sup> The Sanofi Canada Healthcare survey (2020), Sanofi Canada