Editor's note

Elena Korf
Executive editor

Following the World Bank's Report *Dying Too Young: Addressing Premature Mortality and Ill Health Due to Non-Communicable Diseases and Injuries in the Russian Federation,* published in late 2005, the Russia Partnership for Responsible Business Practices – a branch of the Prince of Wales International Business Leaders Forum – set up its *Business for a Healthy Society* task force, bringing together around 40 major Russian and international companies.

Business for a Healthy Society holds regular meetings to discuss current *approaches to occupational health and safety,* both in corporate centres and in the regions where companies operate. These meetings stimulate wide public interest and provide a much-needed context for the assessment and further development of corporate programmes aimed at improving occupational health and safety, promoting healthy lifestyles among employees and their families, and preventing chronic illness.

This publication summarizes the recent debates that have taken place at the task force's meetings and describes progressive approaches to health and safety. This is the first attempt to present and evaluate corporate contributions towards improving the health of the Russian population. We hope that this exchange of experience will continue and will help other companies make the right long-term investments in the health of their employees and their families, as well as in the health of society at large, and that it will ultimately result in a significant contribution to the improvement of Russia's demographic situation.

On behalf of the Russia Partnership for Responsible Business Practices we would like to express our gratitude to all authors of the articles for their enthusiasm, high level of professionalism and patience in preparing the materials. Our thanks should also go to Olive Boles, Head of Health Programmes at the International Business Leaders Forum, for her original idea and valuable knowledge of international best practices which served as the foundation for this publication, as well as to the *Russian Union of Industrialists and Entrepreneurs* (RSPP) and the *Oxford Health Alliance* for their support of this publication. We would like to express our special gratitude to the *World Bank, Nestlé, SUAL, TNK-BP, Pfizer* and *Philips* for their financial support of *Business for a Healthy Society*. And finally, we would like to thank Phillip Lupov and Zhanna Baskakova of the Russia Partnership for Responsible Business Practices for their administrative and technical assistance, without which this publication would not have been possible.

Why addressing health issues is profitable for business

The Russia Partnership for Responsible Business Practices

Brook Horowitz, Executive Director, Russia Partnership for Responsible Business Practices, International Business Leaders Forum

The World Bank's report *Dying Too Young: Addressing Premature Mortality and Ill Health Due to Non-Communicable Diseases and Injuries in the Russian Federation* published in 2005 reveals alarming statistics on public health in Russia. According to the World Bank, mortality rates in Russia are 3 to 5 times higher than in the countries of the European Union. In 2002, 605 out of 100 thousand people died in Russia as the result of non-communicable diseases, whilst in the EU this figure is estimated at only 206. Furthermore, 281 out of 100 thousand died in Russia as the result of injuries, as opposed to 58 in the European Union. The average life expectancy throughout Russia is 66, i.e. 12 years younger than in the US; 8 years younger than in Poland and 5 years younger than in China.

It goes without saying that all those concerned should get involved in addressing the public health issue, business community included.

The materials presented in this publication have been submitted by companies that are aware of the huge costs of illness, and are adopting innovative approaches to fight the consequences of this problem. These companies realise the economic benefits of corporate health and safety programmes, and understand just how much an innovative approach can reduce costs and increase profit.

In recent times the question of whether business should involve itself in improving the nation's health has been anything but neglected. However, the trend in Russia over the last 10–15 years has been indicative of a desire to do the exact opposite, i.e. to make corporate involvement in supporting the community as minimalist as possible. This choice is understandable given the prevailing market conditions, yet it does not mean that the private sector can ignore the issue of public health completely. The level of corporate participation in dealing with medical and social issues is determined by the positive impact of good employee health on investment returns, but poor health is undeniably bad for business. Different approaches to assessing the cost of employee health and the health of the population at large in the region where a company operates leads to a diversity of solutions. It is a question of how exactly companies view the benefits of this investment, i.e. in the short-term or the long-term perspective.

Because of this, a broad range of potential approaches at corporate level has been presented in this publication. Involvement in solving occupational health and safety issues is not just a matter of responsibility – it isdetermined by the economic benefits available in a specific region or industry. Companies in the extractive industry represented by *TNK-BP* and *Gazprom* were of primary interest to us as a source of valuable experience in production and occupational safety. However, we did not confine ourselves solely to this sector. Modern airports equipped with state-of-the-art technology should clearly be in the position to guarantee health and safety in the workplace. In this respect Yekaterinburg's Koltsovo Airport serves as a good example, and it seems sensible to make the experience of this company known to other industries as well. In the financial services sector, the example of *Uralsib Financial Corporation* shows that health management is no less of an important factor in terms of efficiency within an office environment than it is on the shop floor of an industrial facility.

Health and safety in the workplace represents only one of many aspects of public health, and many leading companies choose to adopt a comprehensive and long-term approach. If, in the past, health issues were the responsibility of only a handful of professionals from the relevant departments of a company, these days they are a matter of equal concern for each individual employee, from general manager to shop floor labourer. The example of *SUAL,* a company whose achievements in introducing an occupational safety management system are highly impressive, will in our opinion be of interest to many businesses.

However, it is possible to push things even further – beyond the factory gates. Many initiatives described in this publication can be extended to include

employees' families, the employees of supplier and client companies, as well as the population of the region as a whole. As the experience of *Nestlé* and *Unilever* described in this publication shows, corporate responsibility for the promotion of healthy lifestyles reaches far beyond the production site itself. The example of the partnership between the local authority and businesses in the city of Dubna illustrates just how a joint effort can result in an improvement in the overall health of local people. Such measures are conducive to a general reduction in healthcare costs; they stimulate an improvement in employee health and quality of life, and are an investment in the wellbeing of generations to come. Doubtless to say, businesses are asking themselves the question: "Are we (or is somebody else) ready to invest in a region with a sick and drastically declining population?" The answer to this question is obvious, and is reflected in the willingness of business to change the situation for the better.

Another possibility we would like to highlight is the use of evidence-based medicine in developing corporate occupational health and safety policies. Companies that assess their economic indicators and monitor and assess their social spending on a regular basis will have no trouble in adopting this approach. Nevertheless, there are only a few examples of this method being put into practice, both in Russia and abroad. In this publication you will find accounts of the experience at DuPont, which offers professional consultation on occupational health and safety issues, and at the Quality of Life public foundation, now involved in corporate health and social audits in Russia. Authentic data can serve as a basis for making the right investment decisions.

In conclusion, we have cited a few arguments in favour of companies investing in health and safety and preventive healthcare, both on the production site and in society at large. In terms of short-term gain, businesses will profit from these investments directly, thanks to lower absence rates from work, lower compensation payouts and lower medical insurance premiums. Furthermore, corporate participation in healthcare initiatives for employees and the population as a whole helps enhance company reputations. In particular, these companies will be more attractive for young professionals and will be in the position to better avoid high personnel turnover compared to other companies that do not operate a clear-cut occupational health and safety policy. Finally, in the long-term perspective, results are achieved that are less visible now but are of no less significance for public healthcare in the future.

This publication shows how businesses that are part of the community can have a positive influence on social development. Even if the initial motives behind the introduction of medical and social programmes are purely commercial, the results prove beneficial both for individuals and their families and, ultimately, for society in general. The materials presented in this publication demonstrate that examples already exist of how similar programmes have seen successful implementation in Russia. If this publication, the first of its kind, helps promote the widespread introduction of new approaches to health management, we will consider it an important step on the way to achieving our goals.

Demographics and economics: lives lost*

The World Bank

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Lead Health Specialist,
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Danger of death

Mortality figures in Russia are 3 to 5 times higher than in the countries of the European Union. In 2002, 605 out of 100 thousand people in Russia died as the result of non-communicable diseases, whilst in the EU the figure stood at only 206. Furthermore, 281 out of 100 thousand people died as the result of injuries; in the European Union the figure was 58.

Injuries suffered on the country's roads are caused by accidents involving traffic, pedestrians and cyclists. At 20.6 deaths per 100 thousand of the population, Russia's road mortality rate is higher than anywhere else in the former Soviet Union and is nearly double that of other G-8 countries, where the figure is close to 11.

The average life expectancy in Russia is 66, i.e. 12 years lower than in the US, 8 years lower than in Poland and 5 years lower than in China. In his 2005 *State of the Nation* address to the Federal Assembly President Vladimir Putin attributed this difference in figures to the high mortality rate among the working-age population.

With a closer look at the average life expectancy in the country it is not difficult to see that men face a higher risk – they die, on average, 16 years younger than men in Western Europe, and 14 years younger than Russian women. If the present mortality and disability rates remain unchanged, the average healthy life expectancy of Russian males will drop to 53 years of age.

The situation is exacerbated by a drop in the size of the Russian population caused by a low birth rate and high mortality rate. The decrease in population from 149 million in 1992 to approximately 143 million in 2003 is unprecedented among industrial nations. In spite of improvements in wellbeing throughout recent years, demographic and public health trends remain alarming. Economic estimates show that the population of Russia today would be 17 million stronger if age-specific mortality rates in the country had followed the patterns experienced by the 15 longest-standing member states of the European Union.

The future prosperity of the country depends to a large extent on the number of young and middle-aged healthy and skilled people it has at its disposal. If the current situation is not reversed, Russia's labour pool will continue to shrink. Furthermore, a population decrease in a huge country poses a threat to its national security.

Don't give up

The picture certainly looks dismal, but there is no reason to give up because there are ways to address the problem. If, as has already been demonstrated in other countries, proven medical and preventive programmes for adults are expanded and rolled out on a national scale, people will be able to count on longer and healthier lives.

Over the last decade Russia has demonstrated a willingness to reform its healthcare system in order to improve the way it works and the results it achieves. It has done this by reviewing the way healthcare is funded and the relationship between citizens, service providers and business. Furthermore it has embarked on healthcare reforms in many regions. Proactive measures against non-communicable diseases and injuries – major causes of mortality, ill health and disability among the population – have been particularly noticeable.

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* The article is based on the *World Bank's* report: *Dying Too Young: Addressing Premature Mortality and Ill Health Due to Non-Communicable Diseases and Injuries in the Russian Federation* (http://www.worldbank.org/). The article was first published in *Vedomosti,* 12.12.2005, №233 (1514).

The experience of the Russian Integrated Non-Communicable Disease Intervention programme (CINDI), underway in 18 regions so far, with four more ready to join, looks especially promising. The CINDI programme is run by the State R&D Centre for Preventive Medicine of the Ministry of Healthcare and Social Development. CINDI supports programmes to combat smoking, poor diet, alcohol abuse and physical inactivity. It also supports preventive measures on the part of healthcare providers and facilitates the exchange of experience and information with other countries of the world through the World Health Organization. *The Quit and Win* programme, which involved 28 million people, enjoyed particular success.

Another positive example is the Chuvash Republic – a leading region as far as the encouragement of a healthy lifestyle is concerned. Regional, local and municipal authorities in the republic are introducing the *Chuvashia: a healthy region* initiative. In 2002 and 2003 alone over 200 million rubles were earmarked under this initiative for the introduction of programmes on physical training and health improvement, to improve medical insurance systems, to organise mandatory medical examinations in the workplace and to expand general-practitioner networks in rural areas.

In the Tula region, thanks to the programmes initiated in 1998 by the Central Research & Development Institute of the Healthcare Ministry, the regional healthcare authority, the WHO and USAID, positive developments were seen in 70 percent of cases of high blood pressure, thus reducing the overall costs of combating this complaint by 23 percent.

In order to make the results sustainable, successfully implemented programmes should be expanded and spread across other regions. It is of utmost importance to coordinate inter-agency policy on the promotion of healthy behavior, as well as to strengthen regional public healthcare authorities, which should play a more dominant role in the prevention and treatment of chronic disease. To promote reform in this area, a concept and strategy must be developed, and innovative financial instruments such as health improvement grants must be introduced to support the measures on a regional level. The involvement of the private sector is particularly important. Poor employee health not only has an adverse short-term effect on business, but can impair long-term prospects as well. On average, up to 10 working days per employee are reported lost in Russia due to illness-related absence, which results in annual losses amounting to 1.4 percent of GDP.

If effective strategies and programmes are implemented in Russia, essential improvement can be expected not within decades, but within the space of a few years. A reduction in deaths from cardiovascular diseases among males alone could prolong life expectancy by almost 5 years. Furthermore, if the mortality rate among adults could be gradually reduced to the level of EU countries by 2025, the economic return would range from 4 to 29 percent of GDP.

The *World Bank* and other international organizations are open to partnership with the Russian authorities, health-care specialists and NGOs, in order to change the situation in this area for the better, because the health of the population is the backbone of every nation's prosperity.

Zero injuries and incidents: the way to success and sustainable development

DuPont Russia

Alexander Vanyukov, Business Development Manager, DuPont Safety Resources

The challenge

When safety management systems at industrial enterprises are organized ineffectively the results are fatalities, lost time injuries, costly equipment breakdowns, environmental damage and a variety of other undesirable consequences which follow in the wake of incidents and emergencies. All this inflicts serious damage on business and society. From the very outset the DuPont Company has singled out safety as one of the major factors of sustainable business development. In view of this, and of the assumption that safe behavior and operational discipline forms the foundations of safety in production, the company has developed approaches and techniques of its own in order to create effective safety management systems. That is, the company has introduced a novel "safety culture".

Having studied safety issues at various facilities, *DuPont*'s experts observed some important statistics. These statistics demonstrated, for instance, that if there was a single fatal workplace incident at a given plant per year, then this plant also typically had:

- approx. 30 cases of severe injuries per annum;
- approx. 300 cases of slight injuries per annum;
- approx. 3 thousand cases per annum where first aid was needed;
- and at the foot of this "pyramid of accidents" there are 30 thousand cases of hazardous actions and conditions largely ignored by the majority of companies.

DuPont's experience shows that 96 percent of all accidents take place not because of technical conditions of work, but because of hazardous human behavior. Thus, work on an effective safety system should be geared towards changing this behavior.

Regrettably, safety in the workplace is seldom seen by top corporate management as one of the most important factors in strategic development. This is because management regards occupational safety as a purely "technical issue" which is the job of specialists from the health and safety department. As a result it is only a very narrow circle of specialists at an enterprise who are responsible for the organization and effectiveness of the safety management system. Production managers and line managers have *output* as their primary concern, and their performance is seldom assessed in terms of safety.E.I. du Pont de Nemours, the company's founder, dealt with the problem of ineffective safety-system organization at the earliest stage in the firm's existence, when an unforeseen explosion practically annihilated the first factory during the production of smokeless gunpowder. This served as an impetus for the creation of a safety system, one of the first of its kind in the world. Safety has become an important factor in the company's successful long-term development. It was at this point that *DuPont* started to develop and introduce new approaches and techniques to organize a safety management system.

The main principles of this effective system are as follows:

- All employees should understand the importance of safety;
- Employees on all levels, from senior management to shopfloor staff, should be involved in addressing safety issues;
- The responsibility for organizing everyday safety procedures rests on line managers;
- A proactive safety system, i.e. a system to prevent accidents and injuries, is built by creating a new culture.

DuPont and all its employees aim for zero shopfloor accidents and injuries, and this is achieved in accordance with the principle that "all accidents and injuries can be prevented".

Making it happen

Today *DuPont*, with factories worldwide, is a recognized world leader in safe production, environmental protection and occupational health and safety. This approach has formed a basis for the sustainable growth

and development of the company for over 200 years. For many years a number of *DuPont* plants have operated with zero injuries. These results have been made possible because employee health and safety and environmental protection feature among the company's core values and constitute an vital component of its production culture, which subsequently steers the behavior of its employees.

Many companies worldwide believe that the main causes of high accident and injury rates on the shopfloor are a low degree of mechanization, outdated equipment and a lack of personal protection. Efforts to eliminate these causes will naturally yield results, and both accident and injury rates will drop, albeit only to a certain extent. As the results of many studies demonstrate, it is impossible to achieve a significant reduction in accident and injury rates with a technical approach alone.

Some 40 years ago other manufacturing companies started turning to *DuPont* for help in developing their own safety cultures. And out of those individual consultations and recommendations a new division has grown: *DuPont Safety Resources*, which provides exclusive consulting services to businesses on the development of safety culture and industrial risk management systems.

Today *DuPont* runs projects all over the world in countries with different cultural traditions and social circumstances. *DuPont* delivers to its clients, i.e. specialists operating in the most diverse of industries, from oil and gas to chocolate, the knowledge and experience it has accumulated in health and environmental protection and most importantly in effective safety management. Consultants with industry experience in the necessary fields are recruited for the division's projects, and in every case these specialists are accompanied by an expert management consultant from *DuPont*'s own production facilities. This is why the approaches and solutions offered by the consultants are always practical and goal specific.

Plant in Luxembourg

The effectiveness of *DuPont*'s approaches and techniques is illustrated by the experiences of two oil and gas production and processing giants operating in areas with different cultures and extreme weather conditions at both ends of the scale: the *Sidanco* oil company (now part of *TNK-BP*) and *Kuwait Petroleum Corp. (KPC)*. Both companies turned to *DuPont Safety Resources* for advice on implementing programs aimed at achieving a fundamental and sustainable improvement in their safety records.

The partnership agreement with *Sidanco* for the project was signed in 2000. After assessing the safety management systems in place at a number of *Sidanco*'s pilot projects, the *DuPont Safety Resources* division has developed a list of recommendations and a comprehensive action plan to improve safety performance. Phase I of the project took place in 2001–2003. Within that period *DuPont*'s consultants worked at *Sidanco*'s production sites, sharing their wealth of experience in safety and industrial risk management with the company. The scale of the project matched the company's size: at the time *Sidanco* was a vertically integrated holding boasting 29 thousand employees. Phase I of the project saw 30 workshops aimed at senior management, 60 seminars for lower level managers, as well as specialized interactive seminars dealing with risk and safety management for contractors.

Developing employee skills and competencies through training programs was only one aspect of building the new safety management system. The team of consultants from *DuPont* also assisted in developing and implementing:

- safety management plans;
- a scheme for delegating safety responsibilities among health and safety departments and line managers;
- a motivational system for employees of various levels;

Zero injuries and incidents: the way to success and sustainable development

DuPont Russia

- a data-exchange program and other management processes.

Individual consultations for management at the *Saratov Oil Refinery* (a pilot enterprise operated as part of the *Sidanco* project); training for specialists in industrial health and safety; proactive engagement with shopfloor staff. All this helped to achieve significant results. After 2 years of partnership, accident and injury rates were down by more than 60percent.

By implementing this project at the facility the foundations of a new safety culture were set – a culture essential for the sustainable development of the business.

"Each and every employee of our company is responsible for compliance with the principles of health and safety and environmental protection, as well as for taking all the necessary precautions. High safety standards are the cornerstone of the work of our company"

Gennady Moshchenko, Chief Executive Officer of the Saratov Oil Refinery, on the completion of the project.

Kuwaiti company *KPC*, just like *Sidanco* in Russia, aimed not only to reduce accident and injury rates, but also to be at the forefront of health and safety in the workplace and environmental protection in its region. After three large-scale tragedies in 2001 and 2002 which caused the loss of 11 lives on the production site and many injuries, *KPC* turned to *DuPont Safety Resources* for help.

The project, involving a team of 16 *DuPont* consultants – all experts in different areas of occupational safety, was launched in summer 2003. The project consisted of the development and implementation of a new management system for health and safety and environmental protection at all of *KPC*'s production sites. The system was created on the basis of *DuPont*'s own safety management standards and principles.

"Our purpose was to influence the lives of 12 thousand people directly or indirectly working for KPC, and to teach them to think about safe conduct, both at work and at home, every day of the week", explains Mark L. Hardacre, Vice President of DuPont Safety Resources for the Middle East and Africa region.

In view of the unfavorable political situation in the region, the project lagged behind schedule. Despite this, on 16th May 2006, H.A. Houssain, *KPC* General Manager, announced the full-scale launch of a safety program designed to reach every employee and aimed at raising health, safety and environmental standards. It included:

- an enhancement of corporate safety standards and compliance procedures;
- clarification of the basics of safe production techniques to employees;
- making safety top priority among staff;
- the introduction of a safety management system based on international best practices.

"The corporation wants to clearly demonstrate that health and safety and protection of the environment should not just be the concern of a few employees. Each employee should accept responsibility for his/her personal safety and the safety of his/her family and colleagues… Being one of Kuwait's top employers, KPC is confident that the safety program now underway will have a major impact on the life of each employee, and at the same time – on the lives of the public at large" – H.A. Houssain.

Results

By creating an effective safety management system at a company, making use of the experience and solutions offered by *DuPont*, it is possible:

- to considerably reduce accident and injury rates;
- to reduce direct and indirect safety costs;
- to increase employee motivation, improve workplace discipline and, as a result, improve product quality and labor productivity;
- to shape positive public opinion and grow as a more attractive employer;
- and more importantly – to provide the foundations for sustainable long-term business development.

Conclusions

On the basis of their experience at DuPont itself and at its client companiesthe experts at DuPont highlight the following key aspects as essential for building an effective safety management system at any enterprise:

- Senior management must recognize that controlling safety is a top priority for all managers, and must be willing to change the situation at the enterprise;
- Management on all levels must set an example by showing commitment to and assuming leadership in safety issues;
- Line managers should be responsible for everyday organization of work to provide information about and enforce safety measures in the workplace;
- Management must realize that significant results are achievable only if the relevant culture takes shape in the workplace, when the importance of safety issues is recognized by all, and when everyone is equally responsible for compliance with safety requirements.

In conclusion it should be said that at companies such as *Sidanco* (*TNK-BP*) and *KPC*, which have set the goal of achieving zero accident and injury rates, safety programs not only ensure compliance with legislative requirements – they exceed them by far. Like *DuPont*, these companies are firmly convinced that achieving success in health and safety and environmental protection is truly beneficial for business and society as a whole.

Offshore oil platform

Safety first!

SUAL–holding PJSC

Ivan Bobrov,
Director,
Department of Safety

The challenge

High health and safety standards ensure reliable protection of people's wellbeing, which is the most valuable resource a company can have. Sual-holding PJSC pays special attention to safety issues, and not only from a legal viewpoint: the company realises that the prevention of occupational accidents, injuries and fires is an overriding prerequisite for efficient and uninterrupted performance. By boosting industrial safety levels, significant cuts in accident and injury costs in the workplace can be achieved. As a result, this approach helps to create an excellent public image for the SUAL Group as a socially responsible company.

Throughout history many industrial companies in Russia have shared common shortfalls, including:

- By and large, chief executive officers and on-site safety departments focus on formal compliance with safety requirements rather than on a real improvement of safety at work;
- Safety practices frequently lack consistency and are inefficient;
- The way in which line management acts and staff are motivated is centered primarily on achieving production plans rather than improving safety;
- Line management in units and on the shop floor is frequently not accountable for safety, and safety monitoring duties are left to the safety department;
- In most cases, identification of weaknesses in safety entails blue-collar and shift staff being held liable, whilst their superiors fail to encourage safe conduct on a continuous basis and to the required level;
- Safety audits are often a mere formality. They fail to target wider staff involvement and the development of skills among direct managers on the shop floor and in the units.

An evaluation conducted by *DuPont Safety Resources* demonstrated that *SUAL Group* boasts a number of key advantages in terms of safety:

- Managers of all levels recognize the need for ongoing safety improvement in all areas;
- The company boasts a fully fledged safety management system and relevant on-site rules;
- Managers are ready to implement alternative and progressive methods to improve safety;
- Company and site managers believe that the majority of incidents at work can be prevented;
- Line managers from production units are responsible for overall safety;
- Safety departments are staffed by professionals;
- The current system of safety audits stipulates the involvement of line managers and enables the identification of unsafe actions in the workplace;
- Incidents at work are to be investigated (in line with the applicable legislation);
- Staff safety training and re-training is ongoing;
- Safety is discussed by employees and is covered regularly by on-site media.

The *SUAL Group* is a vertically integrated aluminum producer incorporating 20 plants specializing in bauxite mining and the production of alumina, silicon, primary alumina, semifinals and finished aluminum products. *SUAL* is the world's sixth-largest aluminum producer and comes eighth in terms of alumina production. The company employs 60 thousand people.

Making it happen

SUAL treats safety as a priority and there are serious reasons for doing so. At the start of 2006 the company embarked on the introduction of its *Safety First* project aimed at establishing a corporate safety management system and developing an organic safety culture at its plants and subsidiaries.

In light of the extensive experience offered by *DuPont* and other international firms, the company's staff decided on an innovative, multi-faceted approach to occupational safety. This approach, based on the DuPont safety management model *(12 Elements),* contains three key elements: leadership, structure and function.

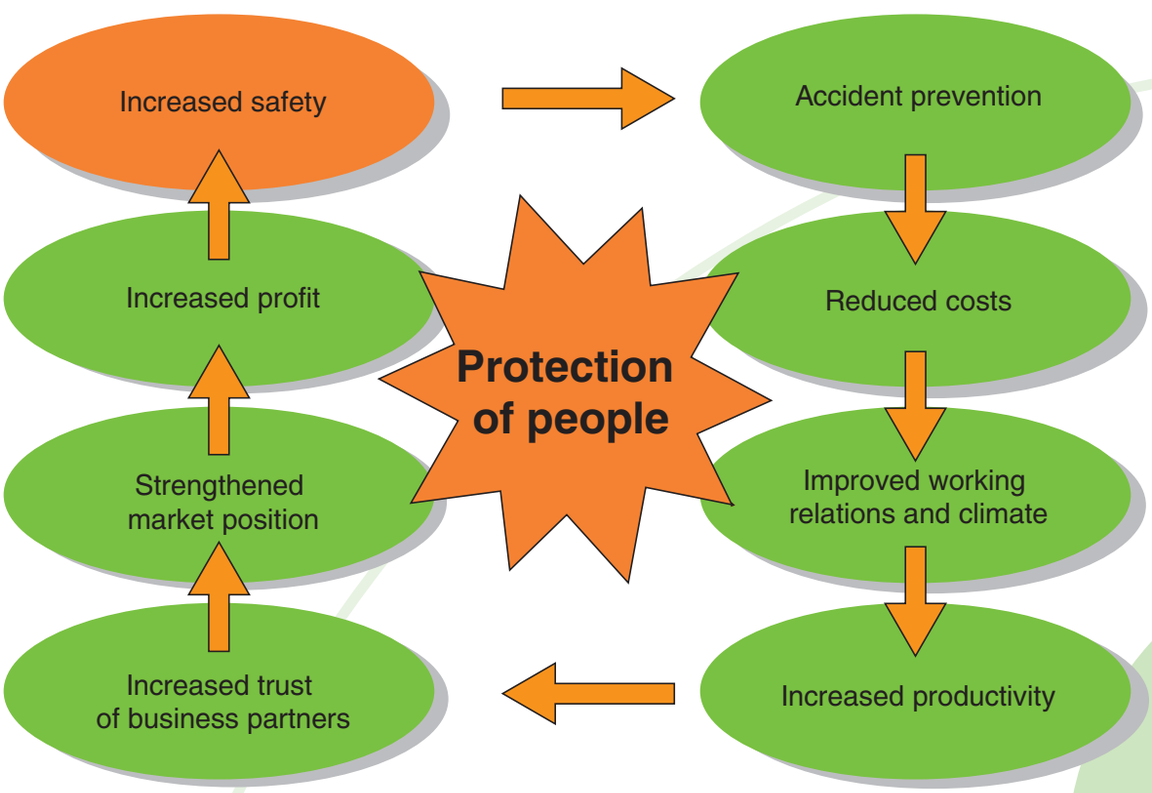
It has been established that implementing such an approach would require substantial changes to

the existing system of relations and distribution of responsibilities at all levels among manufacturing-process managers.

Furthermore, it became clear that a serious improvement would require a strenuous development of personal leadership and accountability among managers of all levels, as well as the large-scale involvement of all employees in the initiative to improve safety in the workplace. In essence, a breakthrough in people's convictions and behavior was needed, i.e. a transition from the "pyramid" mindset to team work.

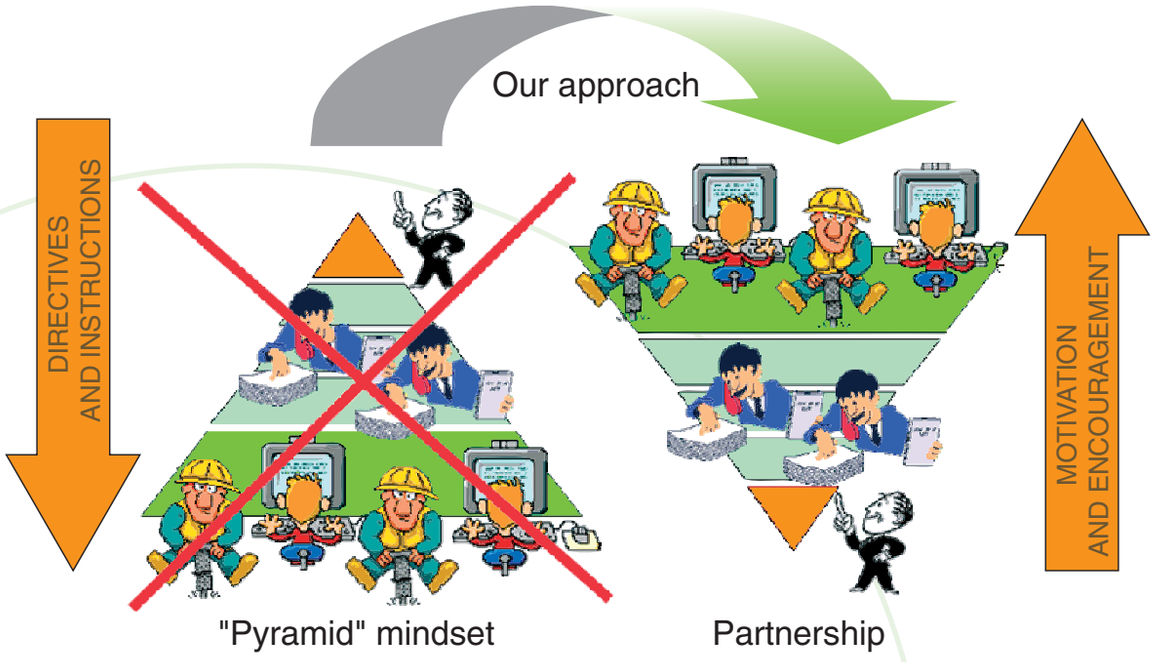
Only the personal leadership of managers in safety issues and team work with their staff can help shape a new "model" for behavior in the workplace, where safety becomes a rule of thumb and dangerous actions on the part of individuals will not be tolerated by the workforce as a whole. These convictions and the behavior they encourage in the workplace are what *SUAL-holding* sees as a corporate culture of occupational safety. Developing this type of culture is the underlying strategic goal of *Safety First,* and the corporate occupational safety management system established as part of this project is viewed as a tool for achieving this.

This system is based on the well-known principle of ongoing improvement *(Plan – Deploy – Review – Improve).* Fifteen fundamental standards are planned, and a further 23 standards are on the list for development and introduction in order to define specific safety requirements when performing extra-hazardous jobs.



Safety first!

SUAL–holding PJSC



The corporate occupational safety management system was developed in line with a careful review of international best practices, and in a number of instances it surpasses the requirements of national legislation. A few examples include the following: "Risk Assessment", "Contractors' Management", "Incident Reporting and Investigation", "Equipment lock-out and tag-out", and "Safety in confined spaces". These standards are now fully developed and being introduced.

Results

Publication of the Policy of *SUAL-holding PJSC* in Health, Safety and Environmental Protection was a significant event in the company's history. This paper defines safety as the overriding prerequisite for long-term business success and sets out commitments willfully undertaken by the company with regard to overall safety and what is expected of the its employees.

In 2006 the company began work on setting up annual safety goals at each of the *SUAL Group* plants. The process is closely linked with the development and implementation of annual plant safety improvement plans. Responsibility for achieving the goals falls on Plant General Directors. Goal achievement is subject to constant monitoring at company-management level.

A critical phase in implementing the project was the creation of the Annual Safety Award of the *SUAL-holding* President for outstanding safety performance. The award aims to recognize the achievements of staff and management at *SUAL Group* plants demonstrating the best safety improvements.

Over 750 people including general directors, senior specialists, and on-site production-unit and safety-division supervisors have completed a training programme on the basics of efficient safety management. The training was delivered through *DuPont Safety Resources* and enabled our employees not only to take a fresh look at their own views on familiar safety issues, but to better understand the value of personal leadership in safety as well.

SUAL-holding has also started introducing its general Work Safe! personnel training programme, integrating

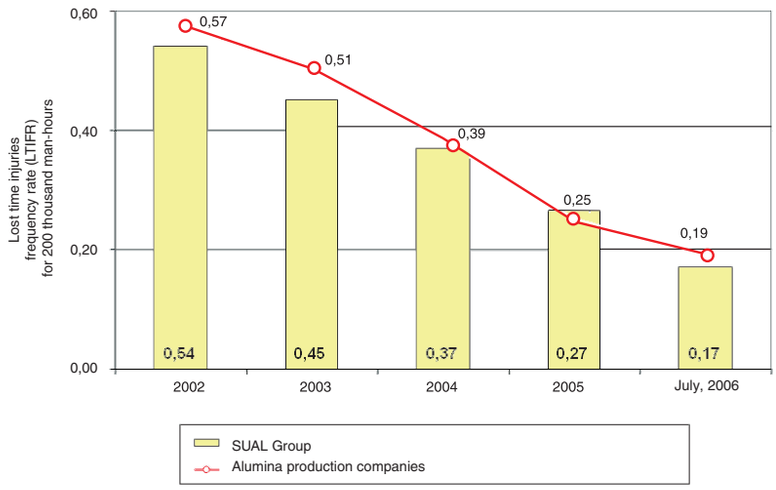


Fig.1. Reduction of industrial injuries

special computerized training and testing modules dedicated to all safety standards implemented within the corporate *HSE* (health, safety and environment) management system. Each of our 60 thousand workers, depending on their job specifics, will have to undergo training in 1 to 7 modules of the Work Safe! programme per year.

The company has established the HSE Committee, which is now in full swing. The Committee is made up of *SUAL-holding PJSC* senior managers including Brian Gilbertson, the company president. Similar committees chaired by the general directors have been formed at all *SUAL Group* sites.

One priority is to ensure that employees are notified of existing risks as effectively as possible, and to maximize the effectiveness of feedback from our employees about potential on-site safety improvements. In order to meet this target our plants are making active use of special safety information boards.

By the end of 2006 the company plans to have its corporate Incident Notification and Investigation standard implemented across the board. Above all this will establish a process of mandatory in-house investigation (alongside the investigation required by law) of any on-the-job injuries, accidents or fires at its plants, regardless of how serious they may be, in order to determine and eliminate their causes. Internal investigations shall even cover minor cases where first aid ensures that staff can return to work immediately. From 2007 the company plans to introduce investigation of "near-misses" (events which *could* have led to injury, property damage and/or equipment breakdown). The key role in internal investigations has been assigned to senior plant management, line managers and shift supervisors. It is these people who know the specifics of the sites entrusted to them best and who bear personal responsibility for ensuring on-site safety.

Since 2004 the overall number of industrial injuries at the Group's plants has dropped by a factor of 2.2, or 2 at plants falling into the upstream category. (Fig. 1. Reduction of industrial injuries)

These bare figures account for the health and lives of real people, our colleagues, and we have no right to stop at what we have attained so far. *SUAL-holding l*ooks to the future with confidence and is sure that efficiency and productivity minus accident and injury are possible and must be achieved. In terms of achievement there is still a long way to go, but even today *Safety First!* is delivering impressive results.

Conclusions

1. Safety levels will always be as high as they are important for company management.

Safety first!

SUAL–holding PJSC

Managers of occupational safety departments undergoing training in new corporate standards

2. Effective employee protection and stable production processes can only be achieved when the notion of safety goes beyond words alone and becomes priority number one for the company.

3. The key to success in any safety improvement programme is to develop personal leadership and accountability among managers at all levels, as well as to involve staff on a large scale.

4. The actions and conduct of team leaders have a direct effect on the behavior of their subordinates. Each manager should thus set a personal example of safe conduct so that his or her own actions promote the highest standards of safety among team members. It is important that managers evolve away from simple "commands" and work patiently towards a sense of cooperation between equal partners by involving subordinates in day-to-day safety improvement initiatives. This sort of leadership is an acquirable skill, and a company can provide the necessary support to plant and line managers in doing so.

5. The use of state-of-the-art safety management systems is an effective tool for leadership development and instilling a corporate culture of safety on the job.

Applying national and international best practices, motivating plant employees and openly exchanging information on existing problems are important contributing factors for the success of any safety improvement programme. It is essential to modify corporate safety requirements and to commit standards to paper. The next steps should include extensive personnel training, goal-setting (long-term aims included), and the monitoring of achievements. Maximum respect for the company's safety requirements should be commanded on all staff levels.

6. Introducing a well-thought-out safety programme produces good results within months and helps maintain good health and save lives.

Health and safety management in the oil and gas industry

TNK-BP Group

Vladimir Spiridonov,
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The challenge

Timely and professional first aid followed by rapid transfer to hospital is of huge importance for the health of a patient. In the case of an emergency this can be a matter of life or death. With sudden heart failure the first few minutes are decisive in saving lives. Immediate resuscitation can increase the probability of survival to 90 percent, while each minute wasted reduces the chances by between 7 and 10 percent. In real life, paramedics arrive at the scene of most industrial accidents at best within 1 or 2 hours of receiving an emergency call. This is why it is up to the ordinary people present and the staff of first aid units to do what they can to keep people alive.

Making it happen

Orenburgneft PJSC has production sites located in 19 districts of the Orenburg region and 3 districts of the Samara region. The company boats 95 oil, gas and gas-condensate fields, with employee numbers hitting 4,500.

A pilot project to modernize emergency medical aid at the company's production sites has been underway since early 2005. Its main goal is to improve the way on-site emergency medical aid is organised.

The project emerged as the result of a number of factors, including the assessment of various industrial risks, the remoteness of scattered oil rigs and production facilities from municipal communities, the unique transport infrastructure of the region and the lack of ambulance services within the immediate vicinity of the company's production sites.

The project was developed based on the existing legislation of the Russian Federation and in accordance with the occupational-safety recommendations of the International Association of Oil and Gas Producers (OGP). It took into account the practical experience of medical institutions in providing emergency services to oil and gas enterprises.

The concept found active support among the management of Orenburgneft PJSC and TNK-BP, as well as the medical institutions of the Orenburg region.

The system of medical assistance

Emergency medical assistance is conventionally subdivided into 4 levels, determined by its scale and when it is rendered:

Level 1 – first aid on the scene by trained employees, no later than 4 minutes after the accident;

Level 2 – emergency medical aid by the staff at first aid units, no later than 1 hour after the accident;

Level 3 – expert medical aid in hospital, within 4 hours of the accident;

Level 4 – medical aid at a specialized medical institution within 24 hours of the accident.

Results

Working alongside municipal hospitals, action plans were developed for setting up first aid posts at all production sites and for refurbishing existing facilities.

In an overwhelming majority of cases heart failure was the cause of death at the pre-hospitalization stage. Cardiologists suggest that prompt defibrillation can increase the survival rate of a sudden heart attack sufferer by 70 percent. All first aid posts have thus been fitted with defibrillators.

Eleven specialized ambulances were acquired for the first aid stations and were equipped with all the necessary emergency medical equipment. In 2007 a helicopter ambulance will be made available.

The project is funded through medical-service contracts with local municipal hospitals.

Joint-response plans for medical staff and emergency response units have been developed; the levels of

Health and safety management in the oil and gas industry

TNK-BP Group

Industrial sites can be located in remote areas

emergency medical aid have been defined, and medical-evacuation plans have been set.

As part of the project company employees are trained in first aid. The training programme combines theory with the development of practical skills. By completing the course employees gain the knowledge and experience necessary to practice first aid. The training programme satisfies International Red Cross standards. So far, 450 people have completed the training, i.e. ten percent of the company's total staff. Education institutions and recognized schools are involved, whilst teachers include medical doctors and professional rescuers with practical life-saving experience.

Specialized training is organised for medical staff on how to operate new medical equipment, paying particular attention to automatic defibrillators.

First aid posts have been set up mainly on sites with the largest staff and where processes are in operation that pose a potential health hazard. Just how remote sites are from expert medical care is also a decisive factor.

The delivery of medical equipment, drugs and medicines to these first aid posts is now complete. Forty-five medical workers have already been employed. For this staff, emergency aid and practical technology-training is ongoing.

First aid posts are equipped with computers connected to e-mail and the Internet. This will enable medical staff to consult and cooperate with regional medical institutions and other specialized clinics.

Even at this point it is true to say that there are enough medical supplies in the pilot project area to provide quality emergency medical assistance.

In August 2006 a company employee suffered a severe spinal injury on site. His co-worker, a trained first-aider, appropriately assessed the injury and provided Level 1 assistance.

Ten minutes later a doctor's assistant from the first aid post arrived on the scene, from whom the patient received Level 2 assistance, after which he was transported by emergency ambulance to the central district hospital (Level 3).

At the Central district hospital the required resuscitation procedure was performed, and the patient's condition stabilized. The doctors decided to evacuate the patient so that he could receive medical assistance at Level 4. The patient was transported by special resuscitation vehicle to the neurosurgical ward of the regional clinical hospital in Orenburg. The patient underwent a complex neurosurgical operation. After surgery the patient's condition was declared satisfactory; his organs were left undamaged, and there were no motor abnormalities.

Specialists declared the first aid and expert emergency medical assistance provided to be correct and properly rendered. Most importantly, medical aid was provided on time.

By implementing this project in the long term the consequences of accidents in the workplace or any acute disorders that employees may suffer whilst on duty can be minimized. This will boost employee health and save lives.

Further plans under the pilot project include the development of telemedicine. This will raise the qualitative effect of medical assistance to new levels. Using telemedicine technologies the medical staff of first aid posts will have access to advice on emergency medical assistance before the specialized team of paramedics even arrives.

Conclusions

1. Employee understanding of the goals and targets of the project was very important for its implementation.

2. The project was supported by company managers, and their attention was conducive to its success.

3. The "Orenburg project" has been chosen as a model for introduction at other sites of the TNK-BP Group.

First aid means rapid response

A strategic approach to employee health and wellbeing

Orenburggazprom PJSC

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The challenge

Chronic non-communicable conditions are now the biggest cause of illness, incapacity, low life expectancy and death in the Russian Federation. The most widespread non-communicable conditions are cardiovascular disease, cancer, chronic pulmonary disease, diabetes, mental disorders and injury.

These negative trends, i.e. the deteriorating health of the working-age population, can for the majority of industrial workers be largely traced back to shortfalls in hygiene teaching and poor practice. Workers underestimate the advantages of a healthy lifestyle and, above all, of physical activity and a balanced diet, which constitute the foundations not only of good quality of life, but also of a high capacity for work.

Making it happen

Medical staff at *Orenburggazprom PJSC* have developed a management-approved programme called A *healthy lifestyle for the employees of Orenburggazprom* PJSC for the period 2003–2008.

The strategic aim of the programme is to improve the health of the company's staff. In particular, employee health will be bettered by eliminating certain behavioral risk factors, including giving up smoking and motivating people to preserve their health and increase their physical activity, i.e. by increasing the number of people getting regularly exercise.

With these goals in mind the programme incorporated medical and sociological research to establish just how widespread work-related stress and behavioral risk factors were. The results of the survey were analysed and an information service was created to make the harmful effects of the above-mentioned factors, as well as the ways to reduce them, known to company employees. The programme also included large-scale health training sessions and measures to enhance the role of medical structures in place at the enterprise in shaping a healthy lifestyle among employees, to improve the work of company health and sports facilities, and to develop preventive medical facilities, enhancing the role of primary care units (first aid posts).

In 2003–2004 a questionnaire was prepared to monitor health-affecting lifestyles and habits. It also served to develop individual health-training programmes. Alongside this a questionnaire to assess diet, the prevalence of smoking and job-induced stresses was developed. The latter was used in large-scale anonymous polls conducted among *Orenburggazprom* PJSC employees to establish whether the negative factors it listed were connected with subjective discomfort or social maladjustment. Two thousand members of staff at *Orenburggazprom* PJSC were polled and the results were analysed.

Results of the polls

- *Assessing everyday physical activity and intentions to increase it*

Among those polled only 37.08 percent of men and 19.31 percent of women demonstrated an adequate level of physical activity. At that, 79.83 percent of men and 83.26 percent of women were interested in engaging in physical exercise to improve their health, although it remains unclear as to how serious and sincere this interest was. It was detected that interest in physical activity decreases with age, despite the undoubted need for an increase. Among the men who agreed to fill in the questionnaires 43.1 percent were employees aged 35 or younger.

- *Assessing diet, the prevalence of smoking and job-induced stresses*

Diet. 44 percent of male and 42.92 percent of female employees polled need to change their diet; 10.24 percent of men and 10.5 percent of women require a radical change. These figures show that company employees underestimate the importance of a balanced diet for maintaining good health, and demonstrate their lack of nutritional awareness.

Job-related stress. The symptoms of job-related stress were found in 35.48 percent of men and in 38.81 percent of women polled; the symptoms of anxiety disorder were uncovered in 26.90 percent of men and 18.72 percent of women who answered the questions. These figures indicate that this group is characterized by high levels of work-related psychological stress.

On the one hand this raises the possible need for an additional survey of the psychological climate at work and an analysis of work structures and company management style. On the other hand this information confirms the need to encourage and better promote healthy lifestyles and, since physical exercise is one of the best ways to counteract job-related stress, to incorporate additional physical exercise into the working day.

Smoking. The number of those who filled in the "Smoking" section of the questionnaire totaled 222 men and 19 women (37.7 percent of those who took part). Out of those who answered this section of the questionnaire, 48.6 percent of male smokers would like to quit, but 61.11 percent of these people could not do it without medical assistance (29.73 percent of all smokers).

One of our previous surveys on the prevalence of risk factors for cardiovascular disease (covering 2 thousand employees) showed that approximately 57 percent of company employees are smokers, although in certain divisions this figure exceeds 70 percent of the total.

As part of the existing information and educational system, leaflets on the dangers of smoking, on balanced nutrition, and on the benefits and main principles of physical exercise were printed and circulated. The Orenburg Gas newspaper carried a series of articles on healthcare and disease prevention. Discussions were held on healthy lifestyles, on the rules of a balanced diet, and on the main principles of graduated physical exercise and self-monitoring during physical training.

The therapists and on-site doctors of *Orenburggazprom* PJSC's medical and hygiene network developed some brief *Methodological recommendations* for programmes of physical exercise. To better the prevention of coronary heart disease in the gas industry as a whole we have produced a number of methodological recommendations (an industry standard) entitled *The prevention of coronary heart diseases in clinical practice* (2005). The booklet was published by the medical administration of *Gazprom* PJSC.

An individual's risk of encountering severe heart problems within 10 years, i.e. myocardial infarction or death from ischemic heart disease, was used as one of the criteria to register the initial state of the population and to monitor it throughout the course of the programme, as recommended by the 2002 U.S. National Education Programme Adult Treatment Panel III for high cholesterol. This figure for individuals showing no signs of coronary abnormality allows differentiated measures to be taken in order to prevent cardiovascular disease in the first instance. It also

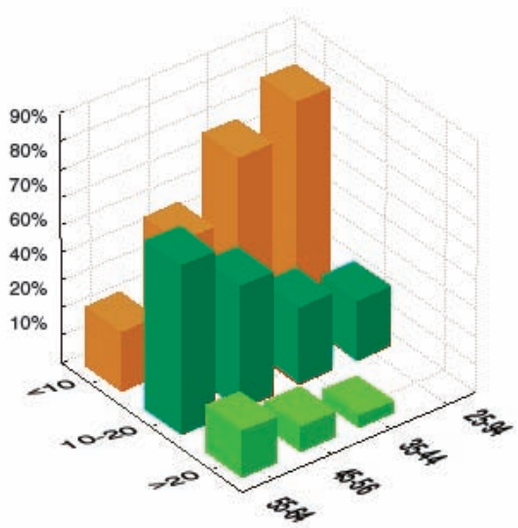

Fig.1. Distribution (%) over three levels of the risk of severe coronary complaints within 10 years for males of four age subgroups working in the gas industry

A strategic approach to employee health and wellbeing
Orenburggazprom PJSC

means that the intensity of preventive measures can be planned depending on the risk involved, which is especially important when a number of risk factors are present in moderation.

This approach, which distributed the risk of severe coronary complaints within ten years over 3 levels, also demonstrated an increase in risk with age among the participants (Fig. 1).

It was interesting to compare the data obtained here with the risk distribution for suffering severe heart problems within a 10 year period among the adult population of the U.S. according to the 1988-1994 National Health and Nutrition Examination Survey III (NHANES III). The American survey covered 157,366,716 U.S. citizens, and according to the results of the survey 81.7 percent (140 million) were at <10 percent risk of suffering severe coronary complaints within ten years; 15.5 percent (23 million) stood a risk of 10–20 percent, and for 2.9 percent (4 million) the figure was >20 percent.

As follows from the data presented, in all age subgroups the share of gas industry workers in higher risk categories considerably exceeds the same figures for the U.S. The difference is almost twofold in the >20 percent risk category. The most negative differences in risk are found among the younger age groups: 30–39 and 40–49 years.

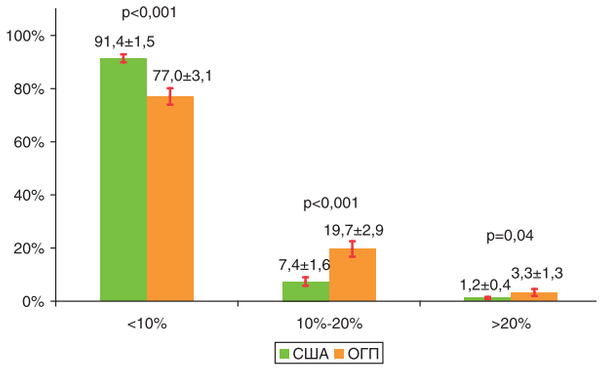

Fig.2. Comparative risks of suffering severe coronary complaints within a 10-year period among men aged 30-39 years (%±m)

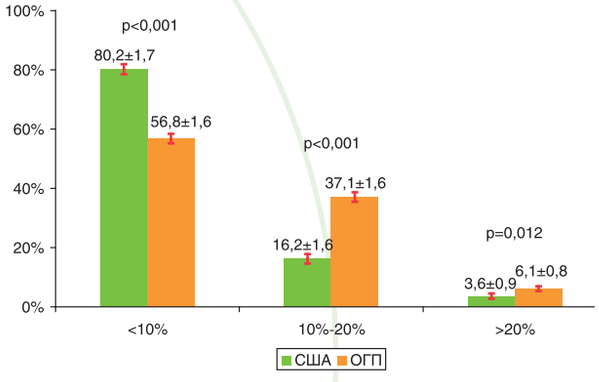

Fig.3. Comparative risks of suffering severe coronary complaints within a 10-year period among men aged 40-49 years (%±m)

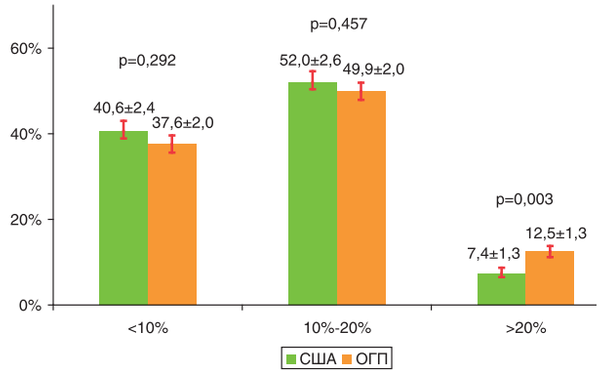

Fig. 4. Comparative risks of suffering severe coronary complaints within a 10-year period among men aged 50-59 years (%±m)

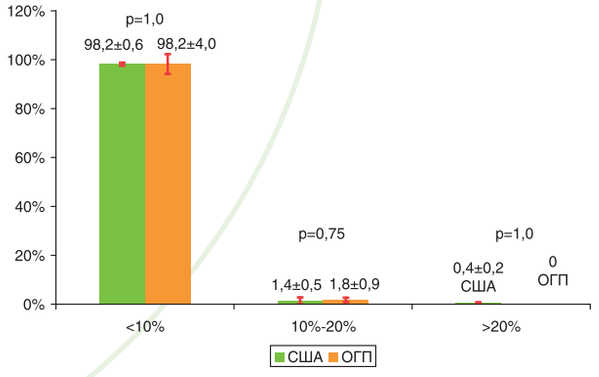

Fig. 5. Comparative risks of suffering severe coronary complaints within a 10-year period among women aged 50-59 years (%±m)

Among women the differences between our survey's participants and those of NHANES II for all three levels of risk of suffering severe coronary complaints within ten years were minimal and statistically negligible.

The experience gained in the first year of the programme and the data collected from initial research into lifestyle and health-affecting habits among the company's employees confirm the need to implement the programme on a large scale. They allow us to specify what will follow with the programme, and put us in a better position to determine its priorities for 2007.

Conclusions

1. Guidance materials for the staff of first aid posts and healthy living pamphlets for *Orenburggazprom* employees in general ensure that all members of staff receive expert advice in the workplace on how to lead a healthy lifestyle. This advice is available at all factory first aid posts.

2. On the whole, according to figures from the company's public catering facility, the proportion of employees choosing fish, lean meat, fruit and vegetables at mealtimes has increased. Employees are given the power of choice by having a wide selection of items available on the menu.

3. The number of people at *Orenburggazprom* who find time for regular exercise has also increased. This is reflected by the growing number of employees and family members regularly visiting the sports facilities at the company's sporting and recreation centres.

4. For the first time in 5 years, according to Gazprom's medical administration, *Orenburggazprom* PJSC has seen no increase in mortality as the result of cardiovascular disease.

Health in the workplace: Tula factory

Unilever Russia, Ukraine and Belarus

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The challenge

Every year more than 1.2 million Russians die as the result of hypertension, heart attacks and strokes. Over 40 percent of the Russian population (approx. 42 million people) suffer from arterial hypertension, and in the last 15 years deaths from hypertension have grown disastrously, whilst the figures for illness and death as the result of cerebral strokes in Russia remain among the world's highest. This is because the majority of Russians, through a lack of the necessary information, in many cases do not even realise that something is wrong with their cardiovascular systems: patients with high blood pressure may feel perfectly well for a while without even suspecting that they need medical attention. Thus, they miss the chance to be treated at the early stages of illness when it is still possible to avoid severe complications.

Unilever's global mission consists in changing people's everyday lives for the better – helping them feel better and look better. For *Unilever* this means working hard to make its products satisfy the requirements of the modern age.

Making it happen

As part of the programme to fulfill its global mission, formulated in 2004 as *Vitality* ("revitalizing life"), *Unilever* organised a *Health Day* at one of its plants in the city of Tula (the *Calve* mayonnaise and *Knorr* dry mix plant).

Unilever teamed up with *Arterial Hypertension*, a charitable organization, and the *Russian Union of Journalists* (RUJ), and on 20, June 2006 the event was held. Its purpose was to put arterial hypertension, a major problem for modern day medicine, under the microscope.

The driving forces behind this project were based on the following needs:

- to attract the support of local authorities;
- to attract the support of the regional (in this case the Tula) mass media;
- to attract the support of the company's employees at the plant;
- to associate the *Unilever* brand with new technologies aimed at healthy eating and living.

Health Day events included medical examinations (preventative heart examinations) for plant employees, aimed at assessing the net risk of cardiovascular disease and providing concrete recommendations on how to maintain good health. The examinations focused on such factors as blood pressure, pulse rate, waistline, height, weight, and body mass index. Those examined were given the results together with a doctor's report. Plant employees could also learn more about hypertension from a lecture delivered by specialists from *Arterial Hypertension.*

Every year a "health championship" is held at the plant. Employees who have worked for a year or more without calling in sick are hailed as champions. Plant director P. Isayev promises that that the factory's management

Modern production implies health and safety of workers

will not rest on its laurels and will continue to put other initiatives aimed at improving employee health into practice: incentives are planned for employees who do not smoke, as are free express massages and the installation of automated blood pressure meters. These are only a few aspects of the health programme to be undertaken in the near future.

Results

Immediately following the publication of medical data on the effects of unsaturated fats in preventing atherosclerosis, *Unilever* became the first company to produce 'light' mayonnaises and spreads. Furthermore, the company began an evaluation programme for its products focusing on salt content, trans fatty acids, saturated fat and simple sugars (excessive consumption of which can have an adverse affect on health). In the near future the use of these ingredients will be considerably reduced in *Unilever* products. Salt contents will drop by 20 thousand tons, simple sugars by 10 thousand tons and saturated fats by 10 thousand tons as well. In addition to this a further programme, *Choices,* was launched in the spring with the aim of helping the consumer to easily spot the healthiest products by introducing a special logo. This programme has already taken off in the Netherlands, and within 18 months it should spread to all key countries where the company produces and markets its products.

"Our mission is to add vitality to our lives, to energize them, and this means more zest for life, more creativity. More opportunities for new ideas. More chances for self-expression. Unilever is a major company; it has a huge potential to influence people and that imposes a special responsibility. This is why the activities of Unilever are aimed not only at producing the necessary household goods, but also at developing society as a whole, and this is manifest in our constant care for the health of those employed by the company".

Herman Verstraaten, President of Unilever Russia, Ukraine and Belarus.

Conclusions

The outcome of the project has shown that continuous, proactive partnership with the appropriate public organizations will sooner or later produce the anticipated results. With the correct PR-strategy, tools and partners at its disposal the company will be able to reach the stage where it becomes associated with certain concepts and values, both by customers and business partners alike. In this case our goal was to associate the Unilever corporate brand with the idea of a healthy lifestyle, and to broadcast this brand idea to various audiences, including the mass media, government agencies, business partners and consumers.

Reliable brand means reliable technology

Health management

URALSIB Financial Corporation

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Financial Corporation**

The challenge

The number of days spent by employees temporarily off work sick is an indirect indicator of the general situation within any organization, and shows just how effective its internal social policy is in seeing employee healthcare as the most valuable resource an organization can have.

The management of *Uralsib Financial Corporation (FC)* considers employees to be of extreme importance and keeps a careful eye on sickness rates. In order to reduce illness as much as possible, *Uralsib FC* decided to optimize its corporate health management system by improving social and working conditions and raising the profile of good health among the core values of its employees.

Fewer sick days mean better economic efficiency for an organization. A lower rate of sickness brings economic benefits because both direct costs (sick pay) and indirect costs (less work done and remaining employees forced to work more intensively) are reduced. Because of this, every organization should aim at building a health management system capable of reducing employee sickness rates as much as possible.

Making it happen

In order to reduce the number of sick days and improve the overall health of its employees, *Uralsib FC* is currently introducing an improved system of illness prevention, treatment and improvement of the workplace. These measures include:

1. Development of a healthcare system as part of a voluntary health-insurance programme
2. Development of a dietary system, including general and tailor-made dietary programmes
3. Development of an office environment system
4. A programme to raise the profile of good health among the core values of *Uralsib FC* employees.

Uralsib FC plans to introduce the system in full over the next 5 years, i.e. from 2006 to 2011. Within this period the project's social and economic benefits will be monitored so that action plans and preventive and treatment programmes may be adjusted in due course. The number of sick days at each of the corporation's regional representative offices and the aggregate costs incurred as a result will be assessed on an annual basis. Furthermore, employee satisfaction with prevention, treatment and environment programmes will be determined using questionnaires.

Raising the profile of good health within the core values of *Uralsib FC* employees and introducing healthy living as a priority of corporate culture are among the most important aspects of the improved health management system. Lack of physical exercise, habitual use of nicotine and alcohol, and poor diet are the most frequent causes of chronic non-communicable disease and death. This is why *Uralsib FC* pays special attention to developing healthy lifestyles among its employees and promoting involvement in sporting activities.

An electronic library was set up to provide information for employees, containing materials on healthy lifestyle, dietary programmes, how to prevent socially significant non-communicable diseases, and stress management techniques – all of which are continuously updated. Those who wish can subscribe to the electronic mailing service and receive articles fresh from the database. Individual employee consultations on healthy lifestyle are also available.

An essential part of the programme to promote a healthy lifestyle is sport, namely athletic festivals, games and corporate tournaments in tennis, volleyball and soccer. Employees have shown particular appreciation for their discount access to health and fitness clubs. Fitness programmes currently enjoy significant popularity among our employees in Moscow, St. Petersburg, Ufa and other cities.

Another no less important factor in reducing illness rates is the organization of *Uralsib FC's* public catering facilities, which includes providing of a variety of meal systems in the office (e.g. waiter service or buffets), and

introducing a healthy nutrition programme. With this in mind, the *Uralsib FC* business centre cafeteria prints the names of some dishes available on the menu on green cards. These dishes are cooked using certified organic produce, subject to as little thermal processing as possible, and containing no preservatives, salt, food additives or colorants. Any cooking method can be used for green-card dishes, with the exception of roasting or pan-frying, prolonged boiling or high-temperature processing. This way the natural flavor and nutritional value of the produce are preserved, whilst environmental health regulations are not violated. This product line fulfils all the requirements of modern dietology, according to which the daily consumption of food treated with salt and preservatives, and processed at high temperatures, can result in the development or exacerbation of a number of diseases.

A huge component of the health programme for *Uralsib FC* employees is the healthcare organised for them as part of the voluntary health insurance (VHI) scheme, guaranteeing fast access to quality medical services for those insured. The corporation provides financial assistance for its employees, covering a considerable part of the costs of VHI. In addition to this, VHI programmes are subject to regular review and improvement.

Uralsib FC also has a medical facility of its own. An outpatient clinic operates at its remote headquarters in the city of Ufa, providing services to employees of the corporation under VHI contracts. From the outset the clinic was designed to serve the bank's employees, taking into account the specifics of their profession, which is why the facilities focus on therapy, ophthalmology, neurology and laboratory tests. Patients also have access to specialists in other branches of medical science; there is a treatment room, a physiotherapy room, and a facility for functional and ultrasound diagnosis. State-of-the-art equipment makes diagnosis of a variety of complaints possible at a very early stage. A unique practice introduced in early 2006 was phytotherapeutic treatment, with a dedicated treatment room opening at the clinic. Now every employee can consult the phytotherapist and receive individually prepared herbal remedies throughout the working day. Alongside planned expansion of the clinical facilities, new health technologies will enable employees at the remote headquarters to receive even better medical services aimed at prevention and treatment.

It is well known that a significant number of diseases are directly linked to harmful influences in the workplace. Illness can be reduced and the productivity of employees increased if the harmful impacts of the environment, i.e. quality of the water supply, condition of the ambient air and the office working environment are curbed. The Office Environment programme initiated by *Uralsib FC* President N.A. Tsvetkov was an original and very specific technique for protecting employees in finance and credit from the harmful effects of the office environment.

Sitting in front of a computer screen is typical of work at the bank and puts a strain on the eyesight of its employees. In 75 percent of cases this work becomes a cause of spasm of accommodation. Furthermore, computer users often develop various disorders connected with local muscular strains and static load on the spine. When working at a computer, electrostatic fields are generated at a distance of 10 to 40 centimeters from the monitor. It is known that static electricity itself is by no means harmless: because of the electrostatic field the number of light negatively charged air ions is drastically reduced around the computer user, and at the same time the number of positively charged heavy air ions grows together with the number of dust particles and thus of bacteria, which with time shows on employee health.

Laboratory at the Urals–Siberian Bank PJSC Outpatient Clinic, Ufa

Health management
URALSIB Financial Corporation

In order to reduce the harmful impact of these factors, *Uralsib FC* employee workstations are arranged as well as possible; they are fitted with "rear view mirrors" to prevent accommodation cramp and boast ergonomic chairs. In order to address the problem of heavy air ions and pollution we equip our offices with ionizing air purification devices. These increase the concentration of light negative oxygen ions in the air to standard and remove bacteria, unwanted particles and allergens.

Another way of improving the office environment is to purify staff drinking water using highly efficient water filters with track membrane technology, making it possible to improve the appearance, taste and odor of drinking water and effectively purify it of bacteria, as well as organic and inorganic impurities.

Results

On the whole, according to estimates based on an analysis of international best practices,* improving the existing health management system at *Uralsib FC* will reduce the number of temporary sick days by 40 percent (Fig. 1).

Optimizing health management should also bring substantial economic benefits: when the set goals are achieved, a lower illness rate will result in a reduction in total sick-leave costs by 7,829,325 US dollars.

The system for improving the health protection policy of the company described in this article is based on the results of population surveys and international best practices in healthcare management. Further work along this avenue will require a detailed statistical survey of the causes of the most common complaints, as well as a proposal for an economically viable system of prevention, so that a further reduction in the number of working days missed due to temporary sickness can be achieved.

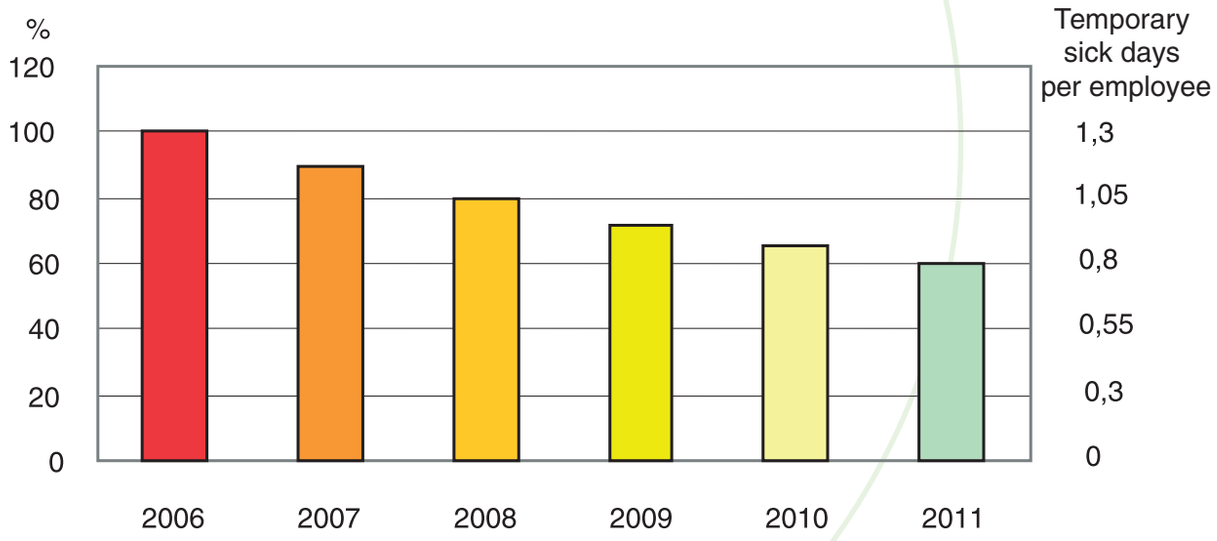


Fig. 1. Reduction in the number of temporary sick days for Uralsib FC employees after implementation of an improved health management system

* Healthy workplaces towards quality and innovation. Report on the current status of workplace health promotion in the public administration sector. – 2002. – P.105.

Conclusions

1. Caring for the health of employees is an essential feature of social partnership

Social responsibility is a voluntary response on the part of an organization to the social issues facing the community (and is not prescribed by law). That the social responsibilities of business are hugely important was reflected upon in President of the Russian Federation V.V. Putin's 2006 State of the Nation Address to the Federal Assembly:

"It is my view that social responsibility must lie at the foundation of the work of civil servants and business, and they must understand that the source of Russia's wellbeing and prosperity is the people of this country."

Above all the social responsibility of an organization is manifest in its attention to employee health, which means not only a desire of the part of management not only to reduce sickness rates at an enterprise, but also to raise the physical, psychological and social wellbeing of its employees. Furthermore, caring for employee health creates a sense of partnership between managers and staff. This partnership is secured by a more responsible attitude on the part of employees towards their own health, as well as by their ability to choose a healthy lifestyle and prevent illness.

2. A health management system should be based on hard evidence

A health management system was created at Uralsib on the basis of data from population surveys which revealed the main causes of the increase in illness rates. These causes include: a drastic increase in the number of smokers, lack of a balanced diet, fewer people regularly exercising or engaging in sports, an increase in the number of overweight people, and an increase in the number of cases of chronic psychological distress. The sheer number of *Uralsib FC* employees allowed us to extrapolate the data from these surveys to the corporation as a whole. However, it has now become clear that in order to set up a highly efficient health management system a detailed investigation into the causes of illness among employees is needed, together with so-called health audits, whereby the company's health policy, related infrastructure, sickness rate, and sick leave costs are assessed. The results of the audit serve as a basis for developing health and recreational programmes and techniques based on hard evidence, as well as for future comparative analysis of how effective the programmes implemented have been.

3. Regular monitoring helps assess effectiveness

In order to assess how effective the health management system is, it is necessary to monitor the target programme's implementation by regularly reviewing key figures which reflect the efficiency of actions taken, and by looking at feedback from company employees.

4. Costs and effectiveness

In essence, corporate social programmes are not meant to generate profit. However, since the economic component is still present in the social activities of a business, attention to social issues can become a major factor for commercial success.

Sports tournament organised by Uralsib's headquarters, Moscow

** State of the Nation Address of the President of Russia to the Federal Assembly, 2006

Health management

URALSIB Financial Corporation

We know from the laws of business that any innovation should be economically sound, i.e. the aggregate costs of introducing an innovative idea should be fully covered by the benefits from its use. And, although in this example the costs of introducing an improved system of health management are fully recoverable from the savings made on total costs, its positive effect on the health of employees cannot be evaluated in numerical terms. In this case human values and the loyalty of employees are of no small importance.

Sports tournament organised by Uralsib's headquarters, Moscow

Good Nutrition Programme

Nestlé Rossiya LLC

Alexandra Makeeva,
Nestlé Rossiya
programme coordinator

The challenge

As is well known, healthy eating is one of the most important things on which human health hinges. Healthy eating is extremely important in childhood when the body is developing, and a shortage or lack of certain nutrients can become the cause of serious developmental disorders and lead to a number of complaints. Unfortunately, as research conducted by dieticians and hygienists shows, only 12 percent of Russian children and teenagers eat in accordance with the proper standards and requirements.

The *Nestlé* corporation is the world's biggest manufacturer of foodstuffs. *Nestlé* believes in making life better, only offering customers high-quality nutrition products. Alongside its principal economic activity the company actively participates in the life of the community thus running socially responsible business. We believe that the investments made by our company should work not only for our own good, but for the benefit and prosperity of the countries where we operate. From the moment of its arrival in *Russia Nestlé* has invested significant funds in education and healthcare for the children of the federation. Implementing programmes aimed at improving health and the quality of people's lives is *Nestlé's* most important social investment in Russia. *Nestlé Rossiya* invests its funds, knowledge and experience in the health of Russian children and thus in the future of Russia itself.

Health action

Aware of the healthy eating issue, in 1998 *Nestlé* Rossiya decided to put together a special training programme, *Good Nutrition Programme,* for children of preschool and junior school age. The main purpose of the programme is to instill the basics of a healthy eating culture in children aged 6-11: knowledge and skills that will help kids preserve their health.

The programme was developed at the Institute of Developmental Physiology of the Russian Academy of Education. The work of the team of authors was coordinated by the Institute's director, Academician M.M. Bezrukikh. The programme was developed and implemented in close cooperation with the Ministry of Education and Science of the Russian Federation. The programme won the approval and received a classification from the Federal Expert Council at the Ministry.

In terms of content, the programme incorporates the ideas of modern dieticians on healthy eating. The Institute of Nutrition of the Russian Academy of Medical Sciences acted as scientific advisor to the programme.

In 1998 the programme was tested at 100 schools in Moscow. Between 1999 and 2000 it was implemented in 9 regions; 2000 and 2001 saw *Good Nutrition Programme* appear in 16 regions of Russia; 22 regions were covered in 2001–2002, and 24 regions saw the programme in 2002–2003. Now the *Good Nutrition Programme* is being introduced in 26 regions of Russia, and the total number of children who have been involved with the programme since it started stands at 1.5 million.

Today the programme consists of two conceptual modules. The first module is meant for children aged 6 to 8; the second module, Two Weeks at a Health Camp, is aimed at children aged 9 to 11.

A special set of colorful training materials was developed for the programme, including work books, teachers' books, a set of posters and leaflets for parents.

In the regions the programme is coordinated by officials from local public education authorities; school and kindergarten teachers are also directly involved.

The learning process takes place in the form of games, which keep the children entertained. The kids are offered a variety of games to play, and by taking part

Good Nutrition Programme

Nestlé Rossiya LLC

Schoolchildren love colourful teaching materials

It's fun to apply new rules to practice

in these games the children eventually acquire useful skills related to eating, healthy eating habits, the basic rules of hygiene etc.

The programme is fully funded by *Nestlé Rossiya*. Thanks to *Good Nutrition Programme* schoolchildren and teachers are given training materials free of charge. Furthermore, teacher-training workshops are held in the regions. Also within the framework of the programme, *Nestlé* Rossiya organises 3 contests for teachers, schoolchildren and families.

The purpose of the teachers' contest is to support a proactive attitude among teachers working within the programme, to get their creative juices flowing and to ensure that the most interesting ideas are exchanged when it comes to organizing the programme's activities.

For the children's contest, kids club together with their teachers to make something related to the subject of healthy eating. It could be a picture, a toy or a creation out of plasticine. In 2006 the best items will be exhibited at the Tretyakov Gallery on Krymsky Val Street.

Participants in the family contest put together photographs to demonstrate how the rules of healthy eating are followed in their own respective households.

Results of the Programme

As analysis shows, the *Good Nutrition Programme* helps address some important social issues:

1. Assessment by education experts and feedback from teachers and parents confirm that participation in the programme helps children to develop healthy habits, and makes them understand why maintaining good health is so important;

2. Furthermore, parents insist that owing to the participation of their children in the programme they have reviewed their own eating habits, and that the programme has helped them to improve the family diet and eating patterns;

3. Looking at the experience gained in the regions shows that at those schools where the programme is active, the school administration pays more attention to the way cafeteria meals are organised, and the quality of food improves.

Conclusions

The success of the programme is determined by a few key aspects of its implementation:

1. The company's close and friendly cooperation with scientific circles and the government agencies in charge of protecting and preserving child health;

2. High levels of professionalism on the part of all participants in the project and their understanding of their responsibilities. Well-known experts in education, child nutrition, school personnel management etc. were involved at every stage of the project;

3. All participants – teachers, parents, scientists and managers alike – feel they are part of the success of the programme and experience a sense of teamwork, which means the effect will be long-term. The "Good Nutrition Programme" is in a constant state of evolution, and each of the participants can influence the process, put forward ideas and suggest their own areas of activity.

The regional public education authorities have recognized that the *Good Nutrition Programme* is a shining example of business participation in addressing important social issues, and in raising a healthy generation.

For three years *NestléRossiya* has been conducting polls among the programme's parent and teacher participants: 98 percent of teachers and 93 percent of parents say that the programme proved to be very useful for their children; 82 percent of parents confirm that thanks to the programme their children have developed healthy habits, and more than 90 percent of teachers and parents would like their children to continue being involved in the project.

In view of the great importance and effectiveness of this programme, *NestléRossiya* has decided it will continue to support it. Furthermore it was decided that when the company celebrates its 10th anniversary of operation in Russia this year, a new module will be included in the programme, called *The Formula of Good Nutrition,* aimed at 12–14 year-old teenagers. With this, our *Good Nutrition* will continue!

Good Nutrition programmeme will continue

Health monitoring at Koltsovo International Airport

RENOVA Group

Andrei Ovchinnikov, Safety Department Director, Koltsovo Yekaterinburg Airport PJSC

The challenge

An airport is a high risk establishment. The state of employee health affects the smooth and precise operation of all departments, which in turn provides for good quality service and ensures the safety of a great number of people – passengers and the residents of nearby communities alike. Since the "human factor" dominates, it is one of the main jobs of the enterprise to monitor employee health.

Koltsovo International Airport (*Koltsovo Airport* PJSC) in Yekaterinburg is one of Russia's leading airports. It is the fifth largest airport in terms of passenger numbers, and since 1993 has enjoyed the status of an international airport. The airport meets all national and international certification requirements. The airport comprises two runways, a system of taxiways, and an apron with 60 stands for aircraft of various types, as well as modern approach radar and lighting systems. This makes it possible to accommodate and service foreign and domestic passenger and cargo planes of all types 24 hours a day. The airport works with 65 national and foreign airlines, directly connecting Yekaterinburg with many cities of Europe, Asia and North Africa.

Since 2003 a large-scale project for the mass reconstruction of the airport has been underway, the *RENOVA group* of companies being the strategic investor. At present there are approximately 3 thousand employees at the airport; roughly half of them are women. The airport is a complex network consisting of many services and departments closely interlinked both technologically and in terms of organization.

Making it happen

The health monitoring system includes the following: workplace certification, medical appointments and check-ups, as well as activities aimed at prevention and treatment. A special unit is also in place: a site-based health laboratory.

The site-based health laboratory is equipped with a complete set of modern tools for monitoring and managing the physical and chemical factors that affect people's health. The availability of this unit has made it possible to obtain information on the nature and level of dangerous effects on individual employees in the workplace. Furthermore, the effects of production are subject to an almost constant process of monitoring. For instance in 2005 the laboratory took approximately 5 thousand measurements for physical factors (noise, vibration, ionizing radiation, electromagnetic and electrostatic fields etc.) and approximately 800 measurements for chemical factors. On the basis of the measurement data the health and safety department annually develops and updates monitoring procedures and the regulations for health check-ups. These documents contain exhaustive information on the danger level for each job description, working environment and employee.

Ongoing health monitoring means that the preventive programmes which are underway can be quality assessed, and sound decisions can be taken in improving employee health when necessary. Furthermore, continuous health monitoring among employees helps anticipate other safety, disease-prevention and hygiene problems, which is of vital importance in forming an efficient strategy for handling non-financial risks.

Results

Workplace certification according to labour conditions plays an important role in monitoring. In this respect the airport has taken a huge step in the right direction by certifying 50 percent of its working environments between 2004 and 2005. Towards the end of 2006 this figure should reach 70 percent, and within a year to eighteen months *all* working environments at the enterprise will be certified.

As a result of certification it will be possible to develop comprehensive action plans at the appropriate time with a view to improving conditions in the workplace and streamlining working arrangements. This will prevent injuries and the development of occupational diseases among employees. Follow-up work focusing on

occupational dangers and workplace certification means that administrative action with regard to employees and their working environments can be updated, whilst the behavior of employees themselves can be corrected through briefings and training sessions using the available information.

This sort of work at an enterprise is economically profitable. For example, in 2006 the airport was granted a discount of 40 percent on its compulsory insurance cover against accidents at work, which helped it make savings of over 2 million rubles. This was made possible by achievements in lowering the number of injuries at work and in reducing the staff illness rate.

A detailed look at these health and safety measures showed that the foundations for the dynamic and sustainable development of the airport had been successfully laid. At the same time certain problems were uncovered, from which new areas for action in this field were identified.

For the near future the following is planned:

1. To develop a single system of social, medical and environmental indicators at the airport to allow comprehensive employee health monitoring from a social and medical perspective;

2. To organise a comprehensive system for monitoring employee health;

3. To monitor the working environment from a sanitary perspective and assess environmental impacts on employee health;

4. To clinically monitor employee health based on the results of annual studies from the laboratory;

5. To develop and implement a goal specific prevention and treatment programme, plus environmental and social programmes targeted at correcting any problems identified.

6. To conduct an internal or external health audit;

7. To develop specialized social measures to reduce the negative impacts on employee health at the airport and on the population as a whole, and to include them in the action plan for health and environmental protection.

Conclusions

Practically all major industrial enterprises have to deal with the issues surrounding health protection. Our experience shows that introducing a health monitoring system helps to avoid poor decision-making and unpractical resource allocation in health protection. It also helps improve the effect of the actions taken, thus ensuring sustainable business development.

Koltsovo International Airport, Yekaterinburg

Cambridge on the Volga: health policy based on reality (The case of Dubna)

London School of Hygiene and Tropical Medicine,
The Association of University Programmes in Health Administration,
Moscow I.M. Sechenov Medical Academy

Martin McKee, Professor, Member of the Advisory Board of the Oxford Health Alliance, London School of Hygiene and Tropical Medicine

Dr. Natalia Koroleva, Master of Public Healthcare, Project Manager, London School of Hygiene and Tropical Medicine

Dr. Dina Balabanova, Ph.D., Lecturer, London School of Hygiene and Tropical Medicine

The challenge

Despite scientific achievements, including in healthcare, the life expectancy and health of Dubna's population, although higher than the average figures for Russia as a whole, do not reach the levels seen in the developed countries of Europe.

The city of Dubna, in the Moscow region, has sometimes been called Cambridge on the Volga.* Dubna is Russia's leading centre for nuclear research. The city boasts a favorable investment climate, the necessary social infrastructure, available utilities, telecommunications, transport and housing stock, accompanied by considerable scientific and intellectual potential, which means that it can accommodate major innovative projects.

A number of international health projects have been successfully implemented in Dubna with the participation of the Dubna Department of Public Healthcare. This has made the local officials realise the need for radical change in the healthcare system, and in particular, the need to develop municipal healthcare policy using evidence-based medicine and meeting the demands of the population.

Dubna's Department of Public Healthcare approached the Association of University Programmes in Health Administration (AUPHA)** with a request for help in developing such a policy. This is how the idea for the project described in this article was conceived.

The main purpose of the project is to improve the health of Dubna's people. The task is to develop a municipal healthcare policy, based not only on scientific achievement, but also rooted in reality. The project, timed to run over 24 months, included:

- A comprehensive examination of the health of Dubna'a population and the factors affecting it;
- Developing the city's health profile (in accordance with WHO methods);
- Identification of priorities and strategies related to the issues being tackled;
- Training healthcare managers to use scientific data for formulating sound policies in healthcare and for making corresponding decisions;
- Developing the necessary recommendations and implementing a healthcare policy, plus an assessment of its performance.

Making it happen

In 2005 the Healthcare Department of the city of Dubna, together with experts from the Moscow Medical Academy and the London School of Hygiene and Tropical Medicine, began planning a programme of research to identify and examine the causes of poor health in the community and the problems of the existing healthcare system.

Carrying out the research and developing a Dubna city health profile constituted stage one of joint work

* The city is situated at the point where the Dubna and Sestra rivers flow into the Volga, along with the Moscow Canal.
** The Association of University Programmes in Health Administration (AUPHA) brings together four developing Russian schools of public healthcare and has extensive experience not only in training programmes but in scientific research as well. AUPHA has successfully worked with the London School of Hygiene and Tropical Medicine (LSHTM) as part of a 5-year programme from the U.K.-based Department for International Development (DFID) in healthcare.

on the project. The profile described and analysed the main aspects of resident health, including the operation of the healthcare system. The information was presented in a format easily understandable not only to specialists, but also to the public at large. An example of this was a map of the city showing all fatal road accidents. At first glance it became evident from the map that the majority of these accidents take place at the same unregulated road intersection.

At the next stage of the project a meeting was held with the managers of a number of key municipal services, where the results of the surveys and the completed profile were discussed. The purpose of the meeting was to develop an action plan for the further continuation of the project.

This meeting resulted in a decision to focus on two major diseases: high blood pressure and diabetes – both leading risk factors among those contributing to Russia's high mortality rate. First it was necessary to understand the scale and nature of the problem. Given the high level of employment in Dubna, it was clear that the best place to start would be in two large factories located in the city. For over forty years one of these factories had been used to develop rocket weaponry, and is currently used for the design of manned aircraft and equipment for medical clinics and agriculture. The other factory develops systems used in marine seismology, in operating offshore oil deposits, for protecting economic activity zones, etc.

In early 2006 a baseline survey was conducted in these factories. Almost a thousand workers in the two factories were given a health interview, followed by an examination in which their height, weight, and blood pressure were measured.

Furthermore, 200 customers of the *dom byta,* household service centre, in the city of Dubna were surveyed and interviewed (by random sampling).

The most important finding was the very frequent occurrence of extremely high blood pressure, even though this community has free access to healthcare. Almost half of those screened had blood pressure higher than the normal range. Only a quarter of these people were receiving any treatment for their blood pressure, while more than 3/4 did not receive any treatment at all. This naturally raised the question: how can this be explained?

It soon became clear that whilst in theory these relatively privileged workers had free access to healthcare, in *practice,* because working hours at the factory and opening hours at the polyclinic clashed, few people were able to receive outpatient care.

Another important finding was that among those who do receive treatment, few people with high blood pressure manage to reduce it back to normal. One of the reasons for this is the lack of a medicine-taking culture – a lack of understanding that medicine should be taken regularly. This is a problem not only for patients, but for physicians too: many people take their antihypertensive medication in extreme cases, i.e. when their blood pressure becomes very high, but then stop taking it when the symptoms disappear. Furthermore a study of the catalogue of drugs named by those polled as prescribed by physicians revealed that many of these drugs are either obsolete or considered ineffective in treating high blood pressure.

Results

- The projected included quantitative and qualitative surveys, enabling a comprehensive assessment of the health of the city's population. These surveys covered the factors affecting the city population's health, statistics for non-communicable diseases, sectors of population that can be considered particularly vulnerable, obstacles standing in the way of an effective public healthcare system, population health monitoring, and the development and implementation of an efficient municipal healthcare policy.

- A health profile for the city of Dubna was created, bringing together the results of a whole number of surveys.

- As the situation stands, analysis of the data obtained as part of the high blood pressure and diabetes surveys in Dubna is ongoing. The results of this analysis will find their way into scientific publications.

- A general framework paper has been written on formulating the healthcare policy in Dubna; a system of decision-making based on scientific data has been introduced, and an active monitoring system has been developed to track the health of the population.

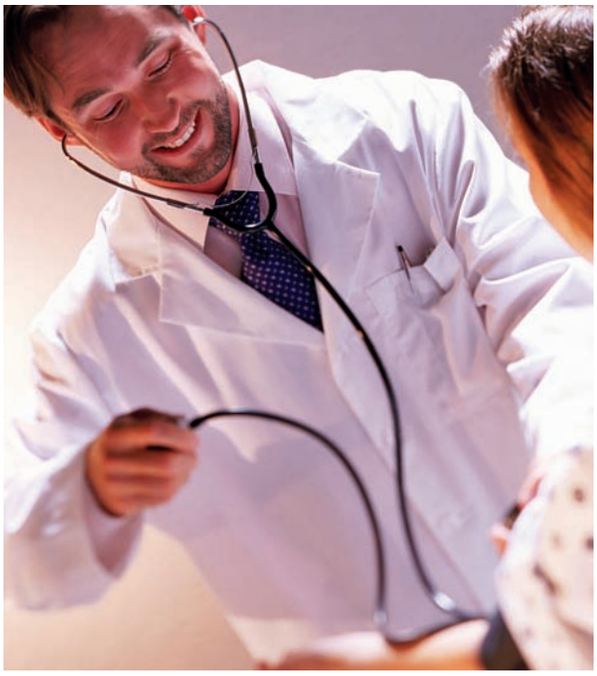
Cambridge on the Volga: health policy based on reality (The case of Dubna)

London School of Hygiene and Tropical Medicine,
The Association of University Programmes in Health Administration,
Moscow I.M. Sechenov Medical Academy

- Russian public health schools have gained immense experience in planning and conducting scientific research and in putting research results into practice.
- For AUPHA this project presented an opportunity to expand its scientific potential, to conduct a comprehensive survey and to put the results of the survey into practice.

Conclusions

Analysis of the data obtained in the survey is ongoing. But the main conclusion which can be drawn even now is that the situation in public healthcare needs a radical change. Hopefully by joining forces we will be able to take the next step in that direction. Based on the data obtained in the surveys an action plan is currently being developed to enable further progress in reforming the system for prevention and treatment of non-communicable diseases in Dubna.



Effective health monitoring is a base for prevention policies

Medical and social audit of enterprises

Regional Charity Community Foundation for Promoting Activities in Popularisation of Healthy Life Style "Quality of Life"

Larisa Stasevich, Project Coordinator, Regional Foundation «Quality of Life»

The challenge

The unsatisfactory state of health among Russia's economically active adult population poses a threat to the sustainable social and economic development of the country. At present the average life expectancy in Russia is 58 for men and 68 for women, i.e. 25 percent lower than in the countries of Western Europe. At the same time more than 60 percent of deaths are caused by chronic conditions such as cardiovascular disease, cancer, pulmonary disease and diabetes – the development of which is linked, above all, to the nation's lifestyle and its attitude to health.

A recent survey conducted by the *Quality of Life* charitable fund has demonstrated that Russians do not make any special effort to maintain good health and do not feel any personal responsibility for doing so. According to the data obtained, only 8 percent of those polled go to the doctor to prevent illness; more than half (53 percent) visit the doctor when symptoms become persistent. Such behavior ultimately results in more expensive treatment, longer periods in hospital, and often in partial or full disability.

On the other hand, there are the so-called *occupational diseases,* which develop either because companies lack a system of prevention, or because the system in place is inefficient.

The rising disease rate is taking a radical toll on a number of economic indicators, such as labour productivity and healthcare costs, and imposes a heavy social and economic burden both on the state as a whole and on business in particular.

In this situation a comprehensive survey of the medical and social environment at an enterprise becomes strategically important for its further development, for cost optimization and for improving the efficiency of all business processes. Regular surveys of this kind and regard for their results show that management cares for its employees, and demonstrate a company's position as a socially responsible market player.

Making it happen

The *Enterprise Health Audit* project is aimed at tackling the issue of optimizing corporate costs related to employee sickness.

The purpose of the suggested audit is to provide recommendations on how to increase the cost-effectiveness of operating an enterprise by introducing a system of measures designed to reduce the sickness rate among employees and to improve the social and production environment.

Tasks:

1. Health audit: asses economic damage as the result of staff sickness and other losses of manpower;
2. Assess the preventive programmes already in place;
3. Prepare specific recommendations and assess their potential benefits.

Project duration: 5 months in 5 stages, each of which culminates in a report (preparatory stage, data collection stage, analysis, setting recommendations and modeling). The project entails an analysis of medical primary sources, financial documents and documents from the human resources department, as well as the organization of crossover and group studies.

The project is implemented by medical and healthcare specialists, psychologists, economists, analysts and IT-specialists.

I. Preparatory stage

Preparation of and agreement with the client on survey parameters and work conditions.

1. Agreement on general issues

- A comprehensive employee health profile based on a survey covering working conditions, domestic life, age,

Medical and social audit of enterprises

Regional Charity Community Foundation for Promoting Activities in Popularisation of Healthy Life Style "Quality of Life"

position and specifics of the profession (e.g. of work and life under the conditions of the extreme north);

- Identify the causes of staff disability;
- Analyse the causes and nature of temporary incapacity;
- Potential research into economic, medical and social figures for illness rates, injury and disability among employees at the enterprise.

2. Agree on job-specific issues: identify job and employee categories most prone to complaints (inc. job-related) of a certain kind.
3. Identify the necessary survey parameters.
4. Study: the system of employee health reporting at the personnel department, as well as at medical treatment and prevention institutions in the region where production sites are located; figures from insurance companies.
5. Rate employees according to their contribution to the production process.
6. Design questionnaire forms for both representative sampling and focus groups (social audit). Design forms so that the main figures for visits to treatment and prevention institutions, sickness rate and economic damage can be analysed.
7. Create software for collecting, analyzing and interpreting data.

II. Data collection

1. Adapt the established parameters to the existing conditions on the production site.
2. Recruit and train personnel for collecting information at the enterprise and in the medical institutions of the region.
3. Collect information and fill out the devised forms on the basis of documents from medical institutions, the personnel department, financial administration and other sources.
4. Conduct a poll among employees of the enterprise and set up focus groups to assess the social microclimate.
5. Enter figures into the automated database for processing and analysis.

III. Analysis

Rank diseases according to the following criteria:

- Frequency of visits to the doctor;
- Illness rate;
- Job-related injuries;
- Number of days of temporary incapacity;
- Permanent disability;
- Hospitalization;
- Occupational hazards etc.

2. Assess the effectiveness and practicability of the company's preventive and motivational programmes, employee health culture and the employee–company feedback mechanism.
3. Assess the economic burden for the company, employee and state as a result of the following:

- Medical expenses (for medical care);
- Outgoings on preventive measures to reduce the sickness rate among employees (check-ups, direct contracts for examinations or early stage diagnostics);
- Profit loss (losses connected with employee absence from work);
- Losses connected with workplace injuries and disabilities;
- Direct expenses (sick-leave payments);
- Losses as the result of a sick employee present in the workplace (so called "presenteeism").

4. Forecast and assess the risk of chronic disease and premature death among employees.

IV. Recommendations

Using the results extracted from this data a "health card" is compiled for the enterprise; complaints are ranked by incidence rate and the "cost" of illness is evaluated.

The results obtained are compared with figures for the whole of Russia in order to determine the influence of professional hazards, sub-cultural and other socio-environmental factors related to employee lifestyle, as well as assorted prophylactic and other preventative

measures introduced at the enterprise; their impact on the cost-effective operation of the enterprise is assessed.

A system of (intervention) measures to mitigate the damage should be developed on the basis of the above assessments and medical evidence.

V. Modelling

At this stage the suggested interventions are optimized in terms of cost-effectiveness using computer simulation.

Conclusions

These days, more and more companies are concerned about their business reputation and creating a positive image. This is linked with the need to improve business, make the company more attractive to investors and broaden business contacts with the outside world. Being a socially responsible company, demonstrated above all in the implementation of social programmes, serves as a ticket to the world of responsible business. This is why many strong companies today sign contracts for health audits, thus demonstrating a sense of responsibility before their employees and society as a whole.

Healthy employees is a key factor of business success

The Prince of Wales International Business Leaders Forum

The Prince of Wales International Business Leaders Forum (IBLF) is an international not-for-profit organisation set up in 1990 by His Royal Highness the Prince of Wales and operating in roughly 50 countries throughout the world, particularly in new and emerging markets. The IBLF's mission is to encourage multi-stakeholder partnerships and socially responsible business practices which benefit both business and society and enable sustainable development without harming the environment.

Supported by over 70 of the world's leading international companies, IBLF carries out projects to promote leadership and business engagement so as to develop effective solutions to the challenges of local and global development. IBLF believes that the support and engagement of business is the key to the achieving the Millennium Development Goals, reducing global poverty and promoting sustainable economic development.

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Russia Partnership for Responsible Business

The Russia Partnership for Responsible Business Practices was set up in Moscow in 2004 as a Russian branch of the Prince of Wales International Business Leaders Forum. Its mission is to develop and implement projects aimed at the promotion and practical implementation of responsible business principles. Seminars, round table discussions, training programmemes and study tours organised by the Russia Partnership make it possible for companies, government and NGOs to join forces in addressing challenges of health in the workplace and the community, youth employment, enterprise development and enhancing Russia's investing potential.

The *Business and Public Health* project is operated by the Russia Partnership together with the *World Bank, Oxford Health Alliance, Russian Union of Industrialists and Entrepreneurs* (RUIE) and the following companies: *TNK-BP, SUAL, Nestlé,* and *Pfizer.* Its aim is to prevent disease and promote healthy lifestyle among company employees, family members and the people of the regions where company facilities are based.

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