BTE Helps Harley-Davidson Drive Down Workers' Compensation Costs per Crated Unit from $26 to $2

Reducing Recordable Injury Rate 6.7 fold

THE CLIENT

As one of the most recognizable brands in the world, Harley-Davidson prides itself on its passion and purpose in "fulfilling dreams of personal freedom." But in 2006, Harley-Davidson manufacturing facilities were seeing alarmingly high injury rates and spending millions in workers' compensation claims. To address this issue, the motorcycle manufacturer connected with BTE Workforce Solutions, and within the year, Harley-Davidson was moving in the right direction.

SAMPLE SIZE

6,000+ EMPLOYEES **4 HIRING LOCATIONS**

RESULTS PERIOD

2009 – 2014

"Our relationship with BTE started very simply. We wanted help identifying our essential job functions. We needed to be sure we were not hiring our next workers' comp issue," explains Sue Gartner, Harley-Davidson Corporate Health Services Manager. "We evaluated several other companies, but selected BTE because their work was legally defensible. BTE stood by their product, and understood it from both the employee and employer side."

In 2007, Physical Demands Analyses (PDAs) were established for all manufacturing jobs. Seeing immediate results, Harley-Davidson asked BTE to start Post Offer Employment Testing (POET) in 2008 and take over a struggling ergonomics assessment program.

Over the years Harley-Davidson added services including BTE OnSite early intervention programs, medical and drug exam scheduling, BTE OnSite physical and occupational therapy, work conditioning, and active recovery tracking. The company also implemented a Return to Work program including Fit for Duty (FFD), Functional Capacity Evaluations (FCE), and job matching and management. Today, Harley-Davidson utilizes the full suite of Workforce Solutions services and products available from BTE.

"We kept adding BTE services and things just took off," Sue says. "At Harley-Davidson, we aren't satisfied with being best in class, we want to be 'best in galaxy' and BTE is a part of that."

> Without the services of BTE, we would be hiring a lot of people who would be injured.
>
> Beth Mrozinsky *Corporate Safety and Health Director*

$4.7 MILLION
TOTAL SAVINGS

6.7X REDUCTION
RECORDABLE INJURY RATE

5.7X REDUCTION
CLAIMS COSTS

THE CHALLENGE

Aging Workforce & Temporary Employees

Harley-Davidson is challenged with some of the same issues as other manufacturing corporations, including an aging workforce and temporary employees.

"When I started here 28 years ago, our average worker was in his 40s and pretty healthy," says Sue. "Today the average age is 50-55, and things are different. Lifestyles have changed. People are overweight and dealing with health issues outside of work. Also, older employees don't recover as fast, and their injuries are more severe."

Additionally, to build motorcycles "just in time" and meet the summer season demand, Harley-Davidson hires a large percentage of untrained temporary workers to be on the job from January to June.

"For instance, at our York, Pennsylvania facility, we can add up to 30% of our workforce – 400 people," Beth explains. "And to do that, we have to look at over 1,200 people from a pretty small community. Yesterday, they were working in the drive-through at McDonalds, and today they are on an assembly line. Without the services of BTE, we would be hiring a lot of people who would be injured."

I believe we utilize every service BTE offers, and we have asked them to develop some new ones for us. Every time we identify a new challenge, BTE comes through with a customized solution solving our problem.

Beth Mrozinsky
Corporate Safety and Health Director

THE SOLUTION

A Shift from Treatment to Prevention

When Harley-Davidson asked BTE to create onsite therapy centers at its four manufacturing facilities, BTE hired physical therapists and occupational therapists to help employees with their injuries.

"We started with an analysis of their existing therapy services, run by three separate vendors, and we noted a wide variance in the delivery model and overutilization of therapy that was not targeted on case resolution. We focused on implementing targeted therapy services and injury prevention services, such as job coaching, group stretching, and ergonomic intervention", Bob Stoner, BTE Senior Vice President says. "We also added ATCs to our service model, and today the onsite therapy billings are down 85% from when we took over."

This innovative idea of focusing on early intervention and prevention instead of simply injury recovery has produced tremendous results. Today, Harley-Davidson has wellness centers in each facility and takes a very proactive and comprehensive approach to employees' health and safety.

"We focus more on prevention now," Sue shares. "We encourage employees to report any discomfort early, and let us get involved. They might need reconditioning, or they may be doing something incorrectly. We want to help so that it doesn't become an injury."

THE RESULTS

Injury Rates and Claims Costs Reduced Dramatically

Relentless focus on initiatives in program innovation and improvement has paid off for Harley-Davidson's bottom line.

BEFORE *2009*

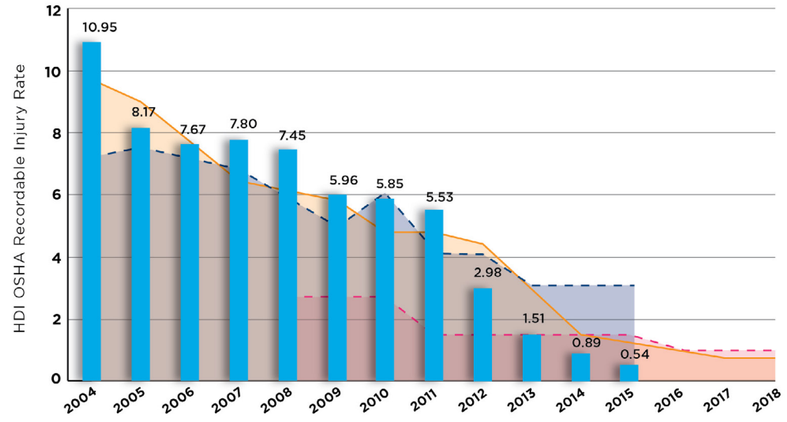
- 5.96% recordable injury rate
- 1 in 12 employees injured on the job
- $25.70 Cost per Crated Unit
- $6 million in workers' compensation costs
- Employees are 4X MORE likely to get hurt
- WORST IN CLASS safety performance

AFTER *2014*

- .89% recordable injury rate
- 1 in 100 employees injured on the job
- $1.70 Cost per Crated Unit
- $1 million in workers' compensation costs
- Employees are 2X LESS likely to get hurt
- BEST IN CLASS safety performance

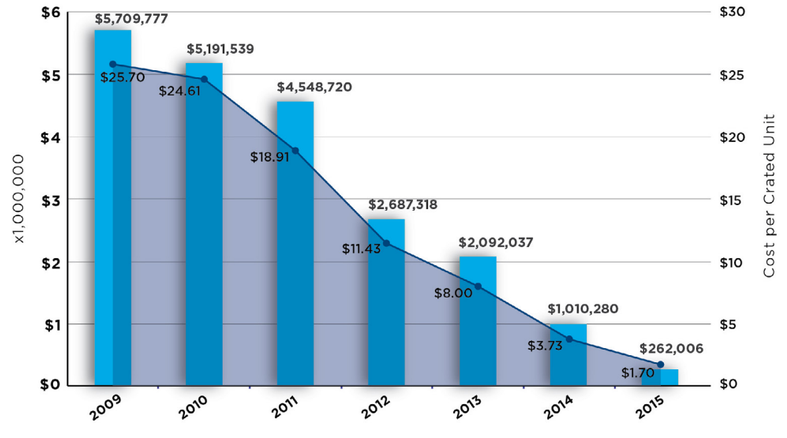
Recordable Rates

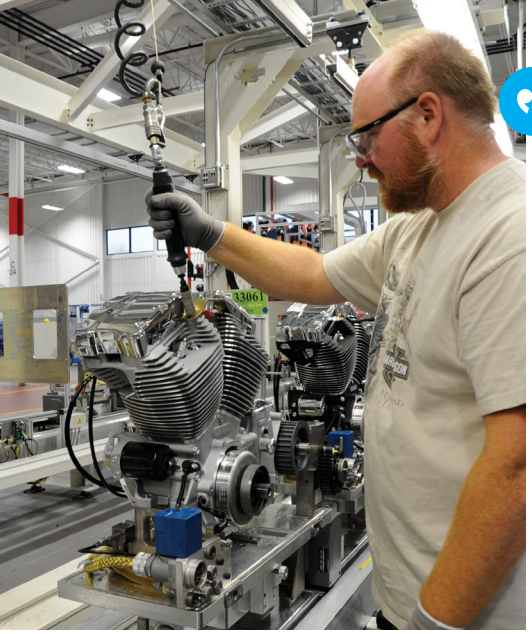
- RECORDABLE RATE
- HARLEY-DAVIDSON'S GOAL
- INDUSTRY AVERAGE
- BEST IN CLASS



Workers' Comp Costs

- TOTAL INCURRED
- COST PER CRATED UNIT





I would truly classify BTE as a partner. We hold them up to other vendors and say 'this is where you need to be as a true partner for Harley-Davidson.'

Sue Gartner
Corporate Health Services Manager

WINNING the THEODORE ROOSEVELT AWARD

Every quarter, the BTE and Harley-Davidson teams gather for a stewardship and planning meeting.

"We talk about where we are for the quarter, our progress on our goals, and where we want to go from here," Connie Miller explains. "BTE leaves with a new list of initiatives each time. We work together closely to accomplish those goals, and to continually increase Harley's ROI."

In recognition of their remarkable success reducing injury and claims costs with BTE, Risk & Insurance awarded Harley-Davidson their 2014 Theodore Roosevelt Workers' Compensation and Disability Management Award. "Teddy" Award candidates are judged on excellence in reducing the number and cost of injuries to workers - based on criteria of performance data, creativity, and resourcefulness.

"We knew we could win it on the strength of our program outcomes, so we sent in the documentation and pursued it," says Sue. "After months of anticipation, we got the good news. We were awarded the Teddy and spoke to industry about our outcomes at the National Workers Compensation and Disability Conference In Las Vegas. It was a really big deal for us, and a wonderful experience."

THE BOTTOM LINE

A True Partnership with BTE

Harley-Davidson and BTE value their very special and unique partnership.

"Put plainly, BTE is simply wonderful to work with," states Sue. "They bring us new ideas that are working for other corporations. When we come upon a new business need, the BTE team dives in with expert analysis, and does the legwork to figure out how to make it happen for us. Time and time again, BTE really makes things come alive – keeping our workers healthier and saving us money."

"Harley-Davidson has a never-ending passion for being innovative and always pushing for better results," Connie Miller, BTE Vice President of Business Development points out. "We describe each other as committed partners; we understand each other. They present us with a lot of challenges, and we try to exceed their expectations. We work together to visualize the next 'best practice' and how we will get there."

BTE has a willingness to work with us, listen to what our issues are, and offer ideas and alternatives. They help us see the bigger picture. We look at what's next and they give us the ability to say 'yes, it is possible.'

Sue Gartner / *Corporate Health Services Manager*

BTE™
The Technology of Human Performance

For over 35 years, BTE has been a leader in physical performance evaluation and treatment. BTE Workforce Solutions provides employers with superior processes and technology to optimize productivity including job assessment, employment screening, evaluation, treatment, job-matching and return-to-work, resulting in lower absenteeism and turnover, improved safety, reduced injuries, reduced claims costs and measurably increased performance. With BTE, companies are more productive and more profitable.

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