



**RESEARCH AND EVALUATION**  
**Randall Varga, PhD, Director**

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**Consumer Perceptions of Services Rendered by Body Incorporated**  
**An External Evaluation**

March 17, 2000

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***FOCUS OF THE EVALUATION***

The evaluation services summarized in this report were provided as an adjunct to a cost-benefit analysis concurrently underway by Jerome Klenow of Sonoma, California. Because the present work – the consumer perception evaluation – represents only a portion of the current evaluation project, program stakeholders are advised to seek out and integrate Mr. Klenow’s findings.

According to its prospectus to VCSSFA, Body Incorporated endeavors to provide a “comprehensive, integrated employee injury prevention and management program.” Body Incorporated president Carol Bayly Grant has identified the following goals for her company’s services to VCSSFA:

Primary

1. Decrease the cost of workers’ compensation claims for VCSSFA

Secondary

1. Decrease the frequency and severity of workers’ compensation claims
2. Decrease lost work time due to injuries
3. Reduce the potential for re-injury
4. Create a deterrent for questionable claims
5. Build capacity for personal responsibility
6. Increase employee morale and responsibility
7. Decrease absenteeism and its associated costs

In 1999 the company provided the following preventative and post-injury services:

1. An array of health promotion and injury prevention workshops on topics such as workplace ergonomics, stress management, nutrition, violence de-escalation skills, back injury prevention, etc.

2. Worksite evaluation and training for healthy employees (without workers' compensation claims), typically in one-to-one sessions.
3. Worksite evaluation, training, and transitional services for injured employees (with workers' compensation claims), in one-to-one sessions.
4. Workgroup evaluation and training for employees who work in similar roles in the same facility.
5. Train-the-Trainer workshops that address the OSHA training compliance issues faced by principals and other supervisors.

The survey research findings presented herein relate directly to the goals that involve capacity (for improved personal health management) and morale, and provide a starting point for causal inferences with regard to the cost containment outcomes. The determinants of employee health and work status are many, and therefore an awareness of the broad professional literature regarding personal health management is necessary in order to derive maximum meaning from the Body Incorporated survey results. A very brief discussion of this context follows the presentation of survey results.

**METHOD**

Consumer perceptions of the company's services were assessed from several vantage points: directly from service recipients/participants, from middle level managers such as principals and classified personnel administrators, and from upper level district executives such as superintendents and assistant superintendents with oversight responsibility for district health services. The first six of the following seven surveys originated with this evaluation project, whereas the seventh survey – the “end of seminar” survey – was administered at the conclusion of each workshop or seminar and subsequently archived at the company's headquarters. For the sake of simplicity in notation, the first six surveys were referred to throughout the evaluation by the A-F identifier listed in Table 1. This convention is maintained throughout the present report.

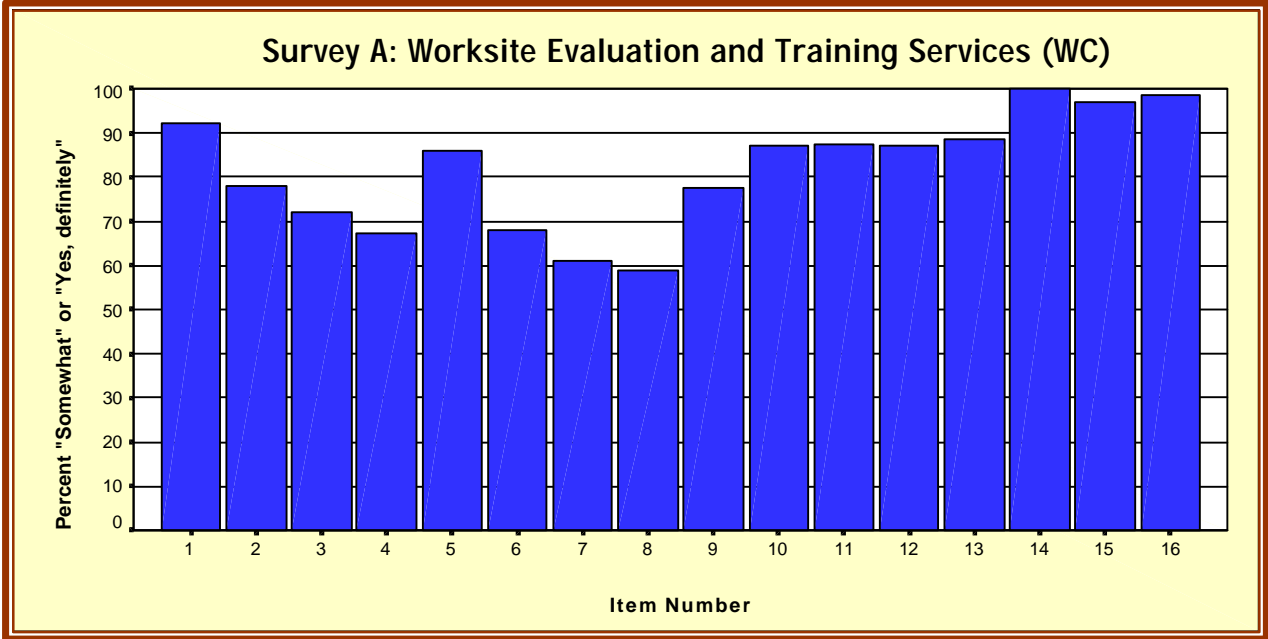
<i>Survey Identifier</i>	<i>Surveys Distributed</i>	<i>Surveys Returned</i>	<i>Return Rate</i>
<i>A. Worksite Evaluation &amp; Training Services Survey (WC Claims)</i>	184	70	38.0%
<i>B. Worksite Evaluation &amp; Training Services Survey (No WC Claims)</i>	40	18	45.0%
<i>C. Workgroup Evaluation &amp; Training Services Survey</i>	272	138	50.7%
<i>D. Programs &amp; Services Survey (Principals/Supervisors)</i>	212	116	54.7%
<i>E. Union/Association Representative Survey</i>	67	32	47.8%
<i>F. Administrator's Survey (District Executives)</i>	78	44	56.4%
<i>End-of-Seminar Survey</i>	4,174	3,414	81.8%
<b>Total</b>	5,027	3,832	76.2%

The timeline for this evaluation project was extremely short, given the breadth and depth of the information requested. Only seven weeks have elapsed from Carol Bayly Grant's initial meeting with the evaluators to the submission of this report. Most of the survey items had already been developed by Body Incorporated. She stated that the items had been developed, with input from VCSSFA board members, to reflect the outcomes in the original service proposal. Although some revisions were made, most of the provided items were well suited for the survey purposes and therefore were included without revision. A pre-survey notification was mailed to potential respondents approximately one week before the survey was distributed, and follow-up reminders were sent at similarly brief intervals after distribution. All closed-ended responses on surveys A-F were scanned into a Scantron® database for subsequent item-by-item summarization. Narrative responses for each survey were compiled into a typed transcript. The Scantron® summaries and narrative transcripts are in Appendix A. Because of the large number of available end-of-seminar surveys, a stratified random sampling procedure was employed to ensure that each resulting value (expressed as a percentage) would have a 95% or greater probability of being within three points of the value for the entire group of end-of-seminar surveys.

## ***Results***

(see next page)

**Worksite Evaluation and Training Services (WC Claims Group)**



1. Did the service provide assistance that helped you manage your injury?
2. Did the service give you a better understanding of what caused your symptoms?
3. Did the service help you better communicate with your doctor or physical therapist?
4. Did the service help you better understand what the doctor told you?
5. Did the service help you feel more in control of your recovery?
6. If you were off work, did the service help make your return to work easier?
7. Did the service help you return to your normal work duties faster?
8. Did the service help decrease your recovery time?
9. Did the service increase your comfort level with the injury recovery process?

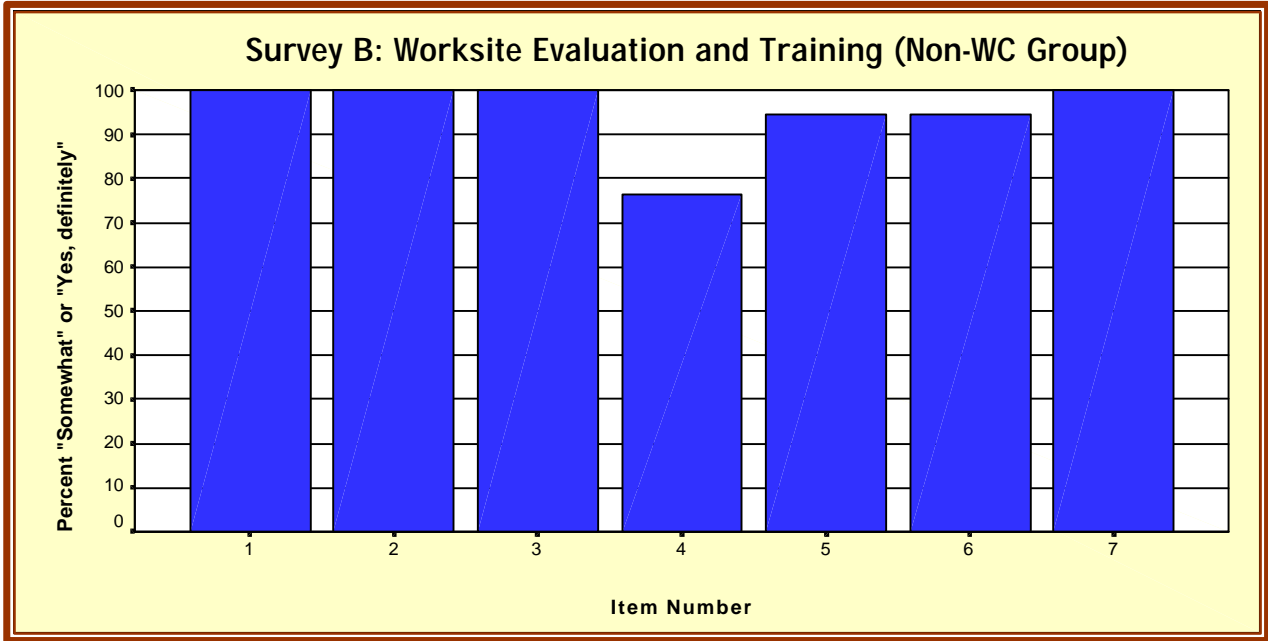
**As a result of the worksite evaluation and training service:**

10. Do you feel more capable of preventing the same injury from happening again?
11. Do you feel the techniques and exercises you were shown will help you make your work safer?
12. Do you feel the workstation adjustments made for you will help make your work safer?
13. Do you feel comfortable calling Body Incorporated if you need further assistance or information?
14. Was the industrial therapist knowledgeable?
15. Was the industrial therapist helpful?
16. Was the industrial therapist friendly and easy to talk with?
17. Beyond what has been asked above, what benefit(s) do you feel the worksite evaluation has had for you?

Representative comments:

- It was an excellent service to offer - and should be continued! Thanks! P.S. How would I go about getting more information from Andy?
- This group of people should have been with us a long time ago. I think the industrial injuries will go down and keep our people safer and working smarter.
- The exercises that were taught have continued to strengthen my ankle.
- The awareness of "inappropriate" equipment was highlighted and remains in the discussion for possible changes.
- I feel Body Incorporated was behind me 100% in improving my work area, by addressing my personal work needs to my employer and following up.
- I was already very knowledgeable about my injury and recovery process, but the therapist reaffirmed what I knew and did so in a pleasant way. Also, I appreciated that the site administrator received communication on worksite adjustments agreed upon.

**Worksite Evaluation and Training Services (Non-WC Claims)**



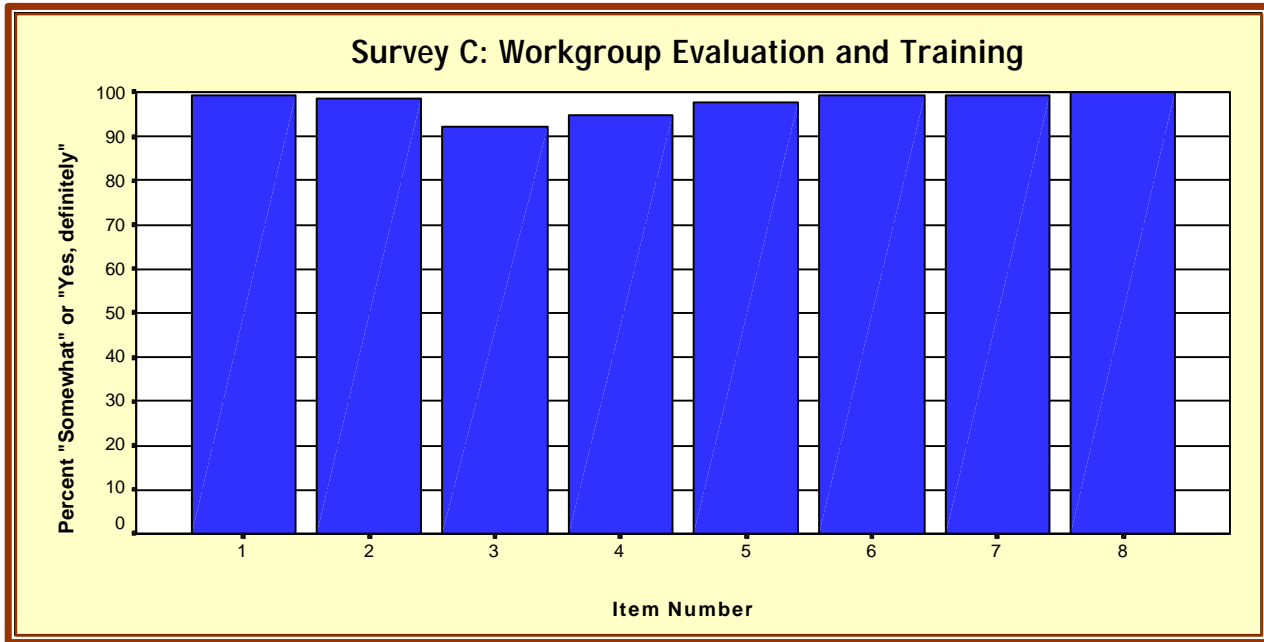
**As a result of the worksite evaluation and training service:**

1. Did the service give you more knowledge of good body mechanics and safe work practices?
2. Did you feel the techniques and exercises you were shown will help make your work safer?
3. Do you feel the workstation adjustments made for you will help make your work safer?
4. Do you feel comfortable calling Body Incorporated if you need further assistance or information?
5. Was the industrial therapist knowledgeable?
6. Was the industrial therapist helpful?
7. Was the industrial therapist friendly and easy to talk with?
8. Beyond what has been asked above, what benefit(s) do you feel the worksite evaluation has had for you?

**Representative comments:**

- Made me aware of how the workstation environment is so very important to my body mechanics. The back pains have subsided.
- It has helped me somewhat, but until we receive the appropriate desks, it is my opinion that my problem will not be corrected.
- If I have any problem or question, it's good to know I can call Body Incorporated for advice or help.
- What adjustments? Guess wheels just grind slowly.
- He made me aware of certain problems.

**Workgroup Evaluation and Training**



1. Did the service give you more knowledge of good body mechanics and safe work practices?
2. Do you feel the techniques you were shown will help make your work safer?
3. Do you feel the work area adjustments made will help make your work safer?
4. Did the service give you greater confidence in working together safely with your coworkers?
5. Do you feel the service helped decrease the potential for an accident or injury in your work area?
6. Was the industrial therapist knowledgeable?
7. Was the industrial therapist helpful?
8. Was the industrial therapist friendly and easy to talk with?
9. Beyond what has been asked above, what benefit(s) do you feel the workgroup evaluation and training service has had for you and for your workgroup?

Representative comments:

- I've become more knowledgeable about keeping my bones in neutral positions.
- It helps for everyone working around you. Helpful. Everyone safer with knowledge of Body Incorporated.
- Our group works well together and we are fairly efficient and safe, but a few recommendations made things even easier and safer - now if we all will just practice what we've learned. Thank you!

- It has given me more knowledge and awareness of safety at my work place. As for our group, we know that getting to help each other with work can give us more confidence to work safer.
- Andy stayed and answered questions and didn't seem to mind a bit. He made it very fun.
- It has helped by making us aware of the precautions we should take before handling a student.
- I thoroughly enjoyed Andy's presentation. He saved my back! I have applied his techniques and haven't had any problems since. I asked for Andy to come again to help new employees and recommended him to Ventura Unified where he spoke to Hearing Impaired, para's and staff. He did a great job there as well! It was a blessing having this kind of support with the severely handicapped population I teach!
- Shows the district cares about employees.

**Programs and Services as Perceived by Principals and Other Supervisors**

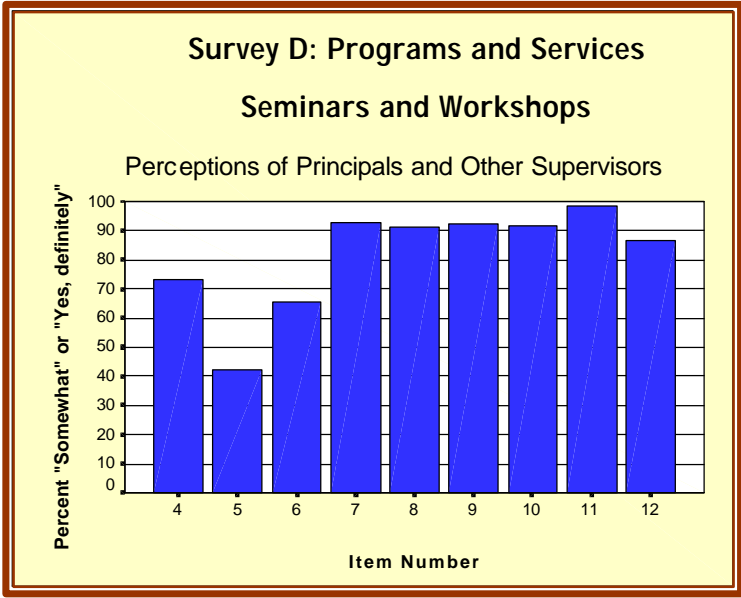


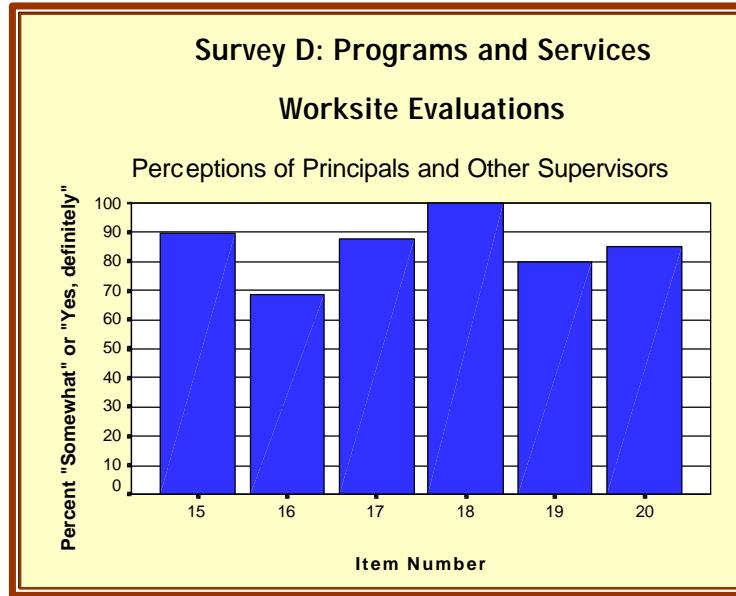
Chart  
Item #

Survey Item (with original item number)

- |    |  |
|----|--|
| 1. | 1. Has your staff participated in any of Body Incorporated's body mechanics-oriented programs? (back injury prevention or ergonomics workshops)  |
| 2. | 2. Has your staff participated in any of Body Incorporated's health-related programs? (nutrition education/weight management or Designing Your Personal Fitness Program workshops)         |
| 3. | 3. Has your staff participated in any of Body Incorporated's other programs? (stress management, communication skills, team building or workplace violence de-escalation skills workshops) |

**As a result of this training:**

- |     |   |
|-----|---|
| 4.  | 1. Have you noticed an improvement in your staff's morale?                                  |
| 5.  | 2. Have you noticed an improvement in work attendance?                                      |
| 6.  | 3. Do you feel work attendance will improve in the future?                                  |
| 7.  | 4. Are most of your employees applying what they learned?                                   |
| 8.  | 5. Do you feel your staff has an improved ability to work together safely and productively? |
| 9.  | 6. Do you feel there is less potential for injuries in the future?                          |
| 10. | 7. Was Body Incorporated staff helpful in planning your activities?                         |
| 11. | 8. If Body Incorporated tailored a program for your workgroup, did it meet your needs?      |
| 12. | 9. Was any follow-up to the program(s) prompt?  |
| 13. | 10. Comments:   |

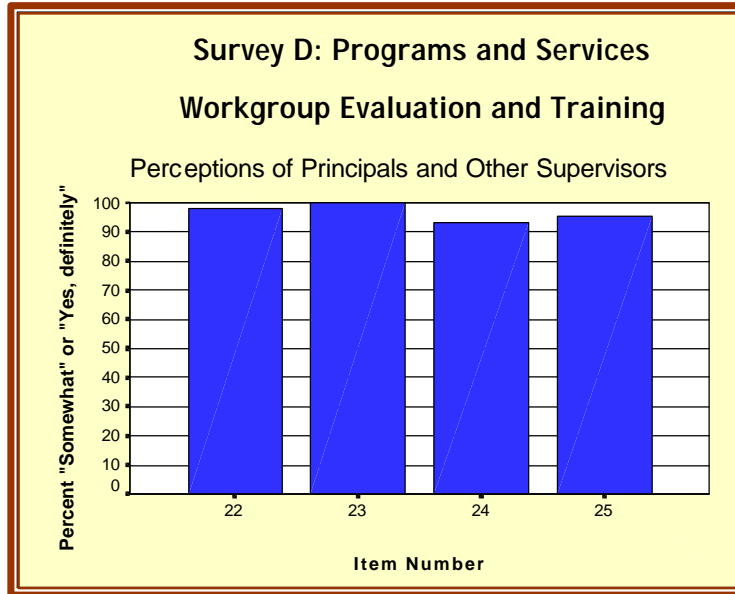


**Worksite Evaluations:**

14. 1. Have any of your staff had a worksite evaluation following an injury?

**If yes:**

15. 2. Did the service increase your understanding of the employee's abilities and physical limitations/restrictions?
16. 3. Do you feel the service decreased the amount of time the employee was off work due to an injury?
17. 4. Do you feel the service improved the employee's attitude toward their recovery process?
18. 5. Do you feel the service made your employee better able to avoid re-injury?
19. 6. If you've had injured employees in the past, have you noticed an improvement in the timeliness of delivery of equipment prescribed for the employee?
20. 7. If you've had injured employees in the past, have you noticed an improvement in the injury recovery process?

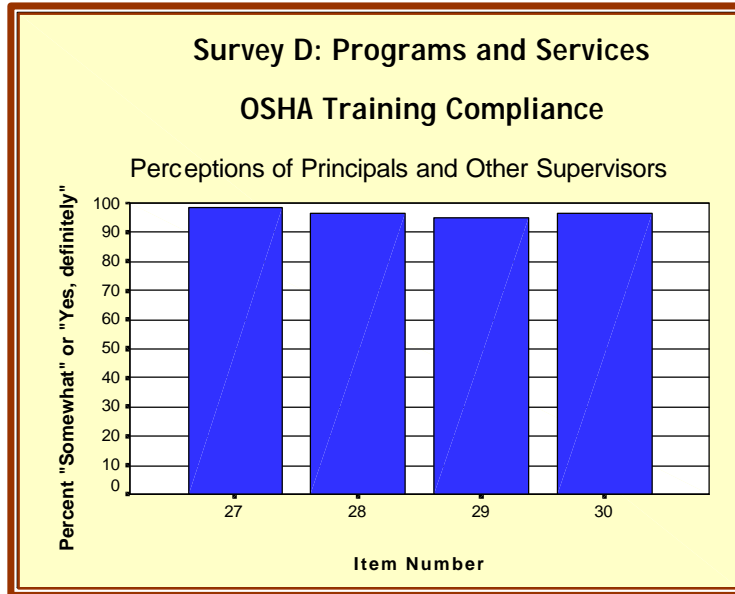


**Workgroup Evaluation and Training:**

21. 1. Has your staff participated in any workgroup evaluation and training sessions?

**If yes:**

22. 2. Do you feel the service increased your employee's knowledge of good body mechanics and safe work practices?
23. 3. Do you feel the service enhanced their ability to work together safely and efficiently?
24. 4. Do you feel the service decreased the potential for an accident or injury in your work area?
25. 5. Was the follow-up to this service timely and useful?



**OSHA Training Compliance**

- 26. 1. Have you or your staff participated in any of Body Incorporated’s OSHA training compliance Train-the-Trainer programs?

**If yes:**

- 27. 2. Do you feel your knowledge level on these topics increased?
- 28. 3. Do you feel more comfortable training your staff on these topics?
- 29. 4. Will the Train-the-Trainer program make it easier to train your staff?
- 30. 5. Do you feel these train-the-trainer programs will help reduce accidents and prevent injuries?

Representative comments (all sections of Survey D):

- Mr. Andrew Glaves went over our ergonomic environment in the office and gave suggestions to our office managers for equipment placement/upgrades. He was extremely helpful and said he would send a follow-up report soon.
- Very little communication about these programs.
- The evaluations on the workshops we have held has been very positive.
- We have used Body Incorporated for both staff development and worksite evaluations. They have provided excellent programs and service, I would highly recommend their services to any organization - private or public.
- Training during working hours caused inconveniences to school sites.
- Very good information and greatly assisted us!
- Excellent training on stress management.
- This was an excellent workshop (violence de-escalation skills) and staff felt it was very timely and informative. Some expressed an interest in having more workshops on a SIP day (inservice).
- A continued use of Body Inc. would definitely help the staff in the long run!
- Moral is high and continues to be high.

## Union/Association Representatives

The Union/Association Representative Survey (Survey E) was a 6-item instrument that basically requested respondents to indicate their awareness of the company's injury prevention and management programs and, if familiar with such offerings, to provide evaluative comments.

Representative comments:

### **If you have heard feedback from union/association members regarding Body Incorporated's programs and services, what have you heard?**

- Very positive!
- Very informative.
- They have been very positive.
- Some people think it costs the district (meaning \$ out of our pockets) and some workshops were perhaps more geared to public. School employees at one site are like a family and any "general" info needs to be focused on what to do in closer, work-intimate situation - i.e., violence in the work place.
- The inservices are very helpful, especially on lifting and wearing a safety belt.
- I have heard very positive feedback from the Food Services Department regarding lifting, turning, etc.

### **What impact(s) do you feel Body Incorporated's programs and services have had on your members?**

- The programs start a dialog that can lead to positive developments between the district and the association.
- Happy to change/correct work environment to prevent injury - glad we are involved and offer these programs.
- I am unaware of the program.
- Brings awareness to body/safety.
- Emphasis on contagious disease raised conscientiousness of members in regard to new info and Hep. C.
- Declining back related injuries.

### **Administrators (District Executives)**

The Administrator's Survey (Survey F) also was a 6-item instrument that basically requested respondents to indicate their awareness of the company's injury prevention and management programs and, if familiar with such offerings, to provide evaluative comments.

Representative comments:

#### **What impact(s) do you feel Body Incorporated's programs and services may have for your district?**

- Most helpful trainings in Blood Borne Pathogens, use of fire extinguishers and ergonomics evaluations of workstations.
- Positive, pertinent data. Staff enjoys workshops.
- Excellent source of information and training which can be used in the workplace and home. Trainings adequately facilitate compliance with OSHA regulations and help insure a safer work environment.
- Has reduced number of work injuries. Improved awareness of potential for injuries. Improved injured employees' attitude towards the district. Improvement in the injury recovery process.
- Excellent service; we use Body Incorporated for a number of training programs. While I have no statistics to prove it - I personally feel injuries, illness is/are down as are result.
- Great assistance in bringing down claims and providing prevention.

#### **Additional comments:**

- Very professional and efficient at all times.
- Would like to know stats on cost avoidance as a result of using these services, i.e., reduction in worker's compensation claims and other losses, etc.
- Workshops and training are very informative and well presented. Everyone at Body Incorporated have been very helpful and understanding.
- We have used Body Incorporated for a number of things other than their schedule of workshops. We have had Body Incorporated reps shadow employees to get specific physical requirements info. This has allowed us to get specific info to district doctors for medical evaluations; also have given Body Incorporated data to develop a workshop for our sign language interpreters to help them with exercises and techniques to lessen potential carpal tunnel problems. This is an excellent service. I cannot say enough good things about it.
- Body Incorporated has done an outstanding job helping our employees in many aspects. The Body Incorporated staff is highly responsive to our needs. They are one of the best organizations I have worked with. Carol Bayly Grant is also fantastic and professional.

- I feel Body Incorporated's programs have made a very positive impact on VCSSO's schools and operations. The issues have raised an awareness that was not previously prevalent. Body Incorporated has been both proactive with its programs/services as well as appropriately reactive when a pertinent problem has arisen.
- I have an opportunity to interact with other districts within and outside of Ventura County. District personnel frequently comment on the outstanding quality of Body Incorporated's programs. I especially appreciate their willingness to present at conferences, notably the Tri-Counties Personnel Symposium, where the feedback was excellent. I feel the decision of the JPA to hire Body Incorporated was very forward thinking.

## End-of-Seminar Surveys

The results summarized in each of the following three tables are based on approximately 870 respondents (the number varies slightly item-to-item). As indicated in the Methods section, this is a stratified random sample of a size that allows one to confidently infer that the obtained sample values truly represent the values of the entire “population” of end-of-seminar surveys. The strata are the three broad topical areas of the various seminars: body mechanics; health-related and other topics; and train-the-trainer OSHA training compliance matters.

Table 2. Item: “The program was...”

Response	Frequency	Percent
<i>Better than I expected</i>	595	69.3
<i>What I expected</i>	260	30.3
<i>Worse than I expected</i>	3	.3
<b>Total</b>	<b>858</b>	<b>100.0</b>

Table 3. Item: “The effectiveness of the presenter was...”

Response	Frequency	Percent
<i>Excellent</i>	578	67.1
<i>Good</i>	265	30.7
<i>Average</i>	18	2.1
<i>Poor</i>	1	.1
<b>Total</b>	<b>862</b>	<b>100.0</b>

Table 4. End-of-Seminar Dichotomous Items

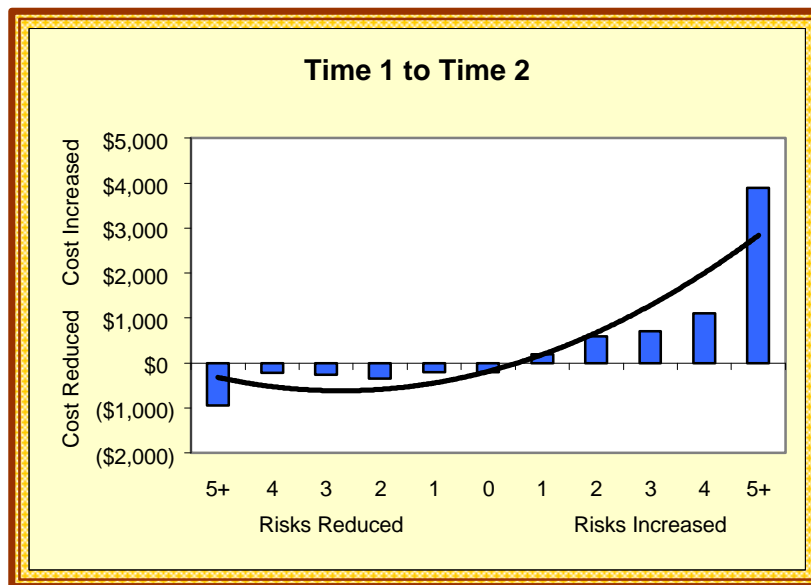
Item	Percent “Yes”	Percent “No”
<i>Was the program educational?</i>	99.5	.5
<i>Was the program beneficial?</i>	99.1	.9
<i>Do you think you will be able to apply what you learned?</i>	98.9	1.1
<i>Would you recommend it to others?</i>	98.1	1.9
<i>Were the materials useful?</i>	98.8	1.2
<i>Were the materials easy to understand?</i>	99.6	.4
<i>Were the materials organized?</i>	99.5	.5
<i>Was the presenter knowledgeable?</i>	99.9	.1
<i>Was the presenter clear?</i>	99.9	.1
<i>Was the presenter open to questions?</i>	99.7	.3
<i>Was the presenter organized?</i>	99.9	.1
<b>Average</b>	<b>99.4</b>	<b>.6</b>

**DISCUSSION / CONCLUSIONS**

As indicated in the Focus of the Evaluation section, the survey research findings of this project relate most directly to the Body Incorporated goals that involve improvements in capacity for personal health management and work-related morale. Of equal importance is the indirect evidence that these findings provide for judging the economic efficiency of the Body Incorporated program.

The survey data collected in this evaluation project strongly indicate that the company’s services are most often perceived to be of high-quality content and delivered by skillful, credible professionals. With both the injured and non-injured employee groups, program participants typically indicated that they had gained insight and capacity in regard to their own health and workplace safety issues. Some of their comments specifically related the provision of such services to showing “the district cares about employees.” In summary, these data compellingly indicate that the services of Body Incorporated have had significant and positive effects on both capacity for personal health management and work-related morale.

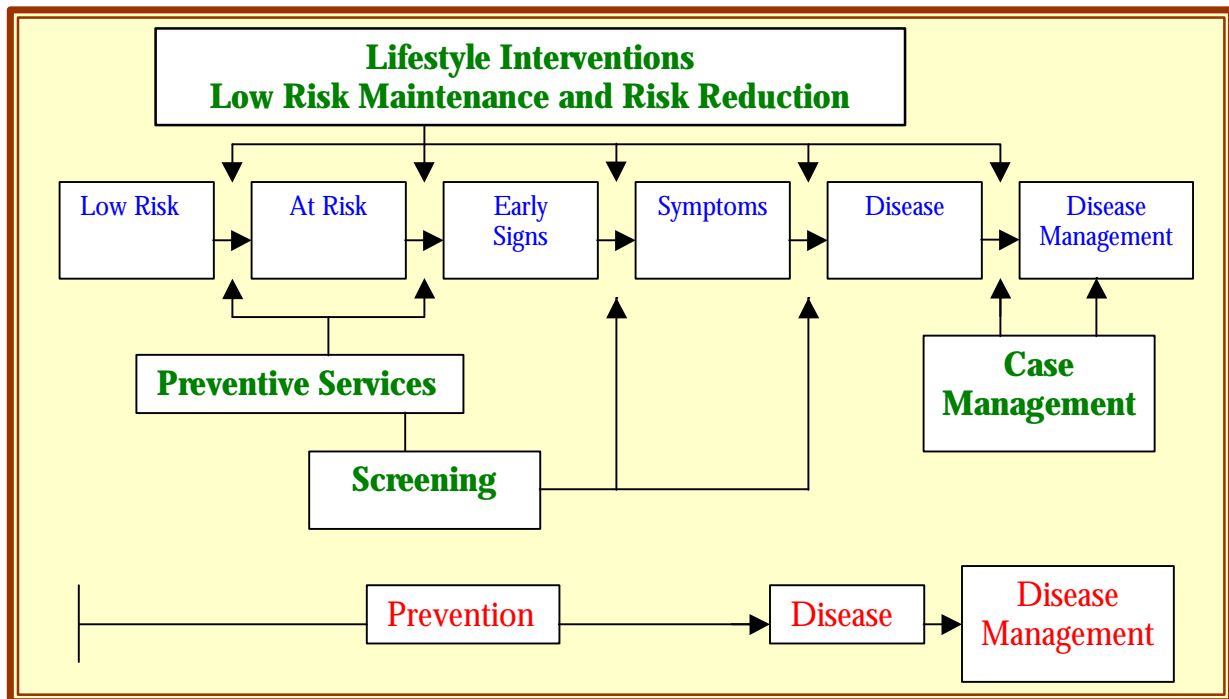
A search of the recent research literature was conducted to provide a broader context in which to interpret the work of Body Incorporated, especially with regard to the matter of potential cost offsets associated with wellness programs and injury management services. What follows is a cursory sketch of the most pertinent aspects of that monetary context. Stakeholders who would like a more comprehensive view of worksite health management issues are referred especially to the following recently-released report: The Ultimate Cost-Benefit Analysis and Report, March 2000 published by the University of Michigan Health Management Research Center (HMRC). Among the key findings of the HMRC is that changes in cost follow changes in risk, as summarized in the following chart and excerpt:



“The most compelling evidence relating risk change to cost change is shown in [the above figure]. As risks increase from time one to time two, costs increase.

Likewise as risks decrease, costs decrease. We [HMRC] have observed this risk-cost change in each company we have studied. The potential average value for risk reduction is \$153 per person per year and the potential average value for risk avoidance is \$350 per person per year. These data support our contention that maintaining low risk is equally or perhaps a better investment than reducing high-risk behaviors--and it is likely easier." [HMRC Report, p. 9]

The obvious question at hand is: "To what extent have the services of Body Incorporated contributed to risk avoidance and risk reduction?" In the absence of financial data, a reasonable answer requires logical inference. The following diagram represents one of HMRC's conceptual models that can be employed here as a general protocol for assessing the match between 1.) the type of service needed (to yield cost offsets), and 2.) the services offered by Body Incorporated.



The type and breadth of the company's preventative and post-injury services bear close resemblance to the model depicted above. It appears that the services were provided throughout the risk/injury continuum. Further, given the Body Incorporated emphasis on preventing escalations in risk status among low- and moderate-risk individuals, it appears that the company not only satisfies a broad base of consumers, but that it also most likely yields a favorable return on investment for the entities with which it contracts.

A potentially important caveat in this line of reasoning is that issues of program coverage were beyond the scope of the current evaluation project. Specifically, to what extent the services of Body Incorporated have been delivered to the intended target population(s) was not addressed in this study. Where, when, and to whom school-based services are provided are determined by many interests, not only those within the purview of the service provider.

The survey data, particularly some of the narrative responses, suggest that for some individuals repeated exposure to the company's programs and staff has had a satisfying, perhaps synergistic effect in terms of personal health management. The added value of this team-like perception would be difficult to replicate through any less coherently orchestrated array of services.

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## Appendix A - Survey Reports

- Part A: Survey A: Worksite Evaluation and Training Service Survey  
Administered March 2000  
All written comments attached
- Part B: Survey B: Worksite Evaluation and Training Service Survey  
Administered March 2000  
All written comments attached
- Part C: Survey C: Workgroup Evaluation and Training Survey  
Administered March 2000  
All written comments attached
- Part D: Survey D: Programs and Services Survey  
Administered March 2000  
All written comments attached
- Part E: Survey E: Union/Association Representative Survey  
Administered March 2000  
All written comments attached
- Part F: Survey F: Administrator's Survey  
Administered March 2000  
All written comments attached
- Part G: End-of-Seminar Survey for OSHA Train-the-Trainers Seminar  
All written comments attached
- Part H: End-of-Seminar Survey for participants in mind body seminars.  
Representative # of surveys sampled. Sampled comments attached
- Part I: End-of-Seminar Survey for participants in body mechanics seminars.  
Representative # of surveys sampled. Sampled comments attached
- Part J: End-of-Seminar Survey - Includes Mind Body/Body Mechanics and Train-the-Trainer survey results combined.
- Part K: End-of-Seminar Survey - Train-the-Trainer Program. Previously used evaluation form totaled separately.
- Part L: End-of-Seminar Survey - Cross-tabulation comparing Mind Body vs. Body Mechanics