

**Case Study- Four Seasons Hotel Los Angeles at Beverly Hills**

It's the quarterly all staff meeting at the Four Seasons Los Angeles at Beverly Hills and you might expect the 200 plus employees to be antsy. After all, this upscale hotel is an entertainment magnet, with sometimes three to four studio press junkets a day requiring heavily lifting and removal of full furniture to storage and back, and there really isn't time to stand around.

But you'll actually hear a happy song in the air as they gather together. Literally! "Happy," by Pharrell Williams fills the room as Cheryl Roma, Briotix Prevention Specialist, leads the group through stretching. It is a time to connect, promote Healthy Living, recognize one another's accomplishments and simultaneously take responsibility for one's own flexibility- a key in staying healthy in physically demanding jobs.



Key players: In front row: General Manager, Mehdi Eftekari, Assistant Director of Human Resources, Heather Lang, and Cheryl Roma. From Left to right: Learning Manager, Ashley Morris, Assistant Director of Food and Beverage, Matteo Gentile, Director of Sales, Christian Gonzalez, General Manager of Culina Modern Italian Restaurant, Joseph Ramaglia, Director of Housekeeping, Schannon Schwier, and Assistant Director of Finance, Anna Heberlein.



It takes a village to promote Safety. More support from the rest of the team: Hotel Manager, Reed Kandalraft, Director of Food and Beverage, Amir Vahdani, Director of Human Resources, Ellie Dahl, Human Resources Manager, Adrineh Mirzayan, and Director of Security, Selene Partida.

Reaching for her toes along with the group is Adrineh Mirzayan, Human Resources Manager, a 15-year veteran of the hospitality industry. Having had the tough conversations with fellow employee, Selene Partida, Director of Security, they faced the tough reality of extremely high claims costs and trends in the wrong direction and began to seek solutions.

With the introduction of onsite Briotix Injury Prevention Services by her broker, Carol Ungaretti, Lead Consultant for Aon Risk Solutions, the belief that a comprehensive onsite injury program could make a substantial difference took hold.

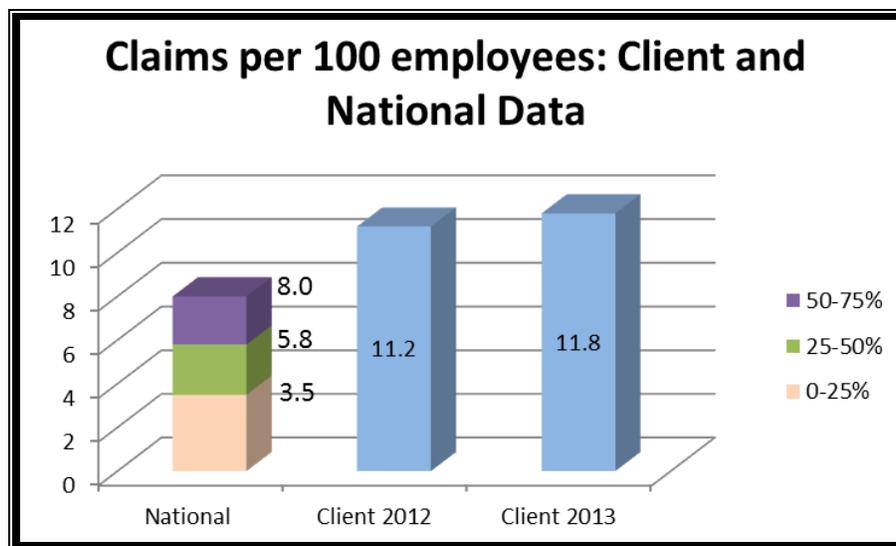
“We knew we had to get our arms around the unique challenges presented to this community and I believed what Carol was proposing could benefit us,” Adrineh explains.

Selene and Adrineh have had the full support of the Planning Committee throughout this process. Members include the General Manager, Hotel Manager, Director of Human Resources, Director of Food & Beverage, Director of Rooms, Director of Finance, Director of Engineering, and Director of Marketing. “Something like this requires the full support of the entire team,” Adrineh said. “Without the support of the Planning Committee we wouldn’t have been able to make the changes we needed to start turning

things around.” Adrineh attends Planning Committee meetings once a month and reports results and current injury status. As a team, they discuss each claim.

What exactly was the hotel facing and how could they make positive changes?

The hotel was exceeding the national average of claims per 100 employees substantially, with a trend in the wrong direction. Looking at their net incurred total claims of \$2,025,000 in 2011 and over \$1,009,000 in 2012, they knew a dramatic shift was needed.



The direct costs themselves were only part of the story. Indirect costs include time to investigate claims, downtime, decreased productivity, retraining, overtime and equipment/property damage. Taking a look at the data, they realized it would take just under \$8,000,000 of hotel revenue to offset the costs just for their experience in 2012

Adrineh knew some of the challenges unique to that property were going to be out of their control. “We have to accept the junket business or lose it to other hotels.” This means that this particular hotel will experience dramatically increased physical labor. She also acknowledged that the pro-litigation climate in both the industry and her region is an uphill battle. “In 15 years I have never been able to prove one single example of fraud,” she explains.

Now, through the first six months of 2014, the hotel has reduced their costs to \$177,000 in claims. This is not just a substantial improvement in the financial burden of workers compensation claims, but an undeniable improvement in the morale of the staff.



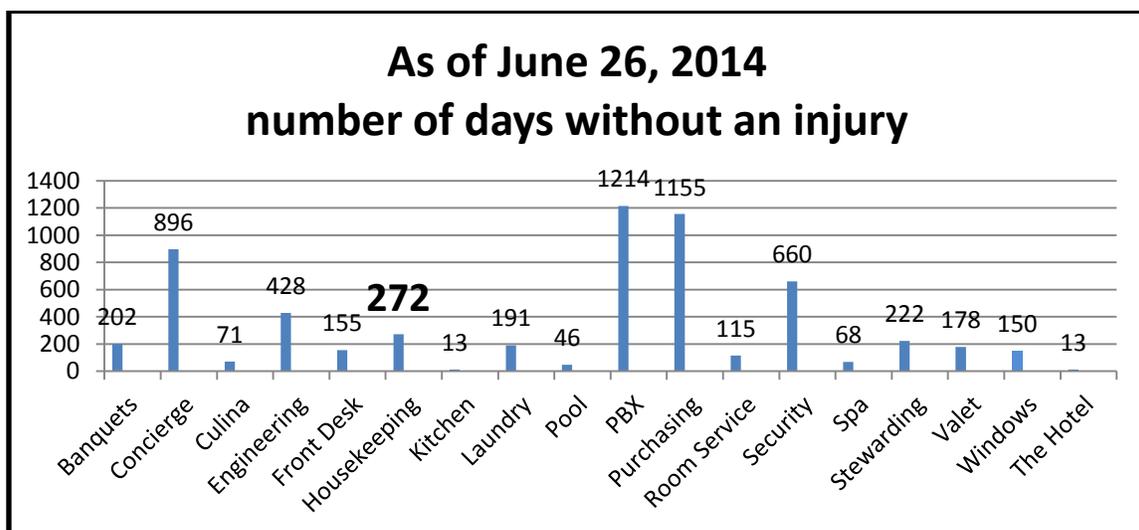
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“Part of the success of the Briotix program was the way we introduced Cheryl into the hotel,” Adrineh explains of the strategic roll out plan. Imbedded first into the 140 housekeeping and laundry team members, she impressed on the staff the importance of keeping their bodies healthy and reminded them about team members who were out for years with injuries that limited the quality of their lives. “It made a big impact letting them know we cared about their wellbeing and were willing to invest in Cheryl and the program.” It was also extremely important for staff to understand how qualified Cheryl is in her position to make recommendations on lifestyle changes for their wellbeing.

Cheryl has been proactive in assessing different workstations in the operations as well as in the offices and recommending ergonomic changes. The hotel has entrusted her and managers see her as a key player in making the program work. She engages with managers and staff and builds trusting relationships. She reports back to the hotel with her follow-ups to prevent them from escalating to bigger issues. Furthermore, Cheryl attends the Safety monthly meetings and trains managers to stretch properly so the managers lead the exercises during their pre-shift meetings.

Another internal program implemented at the hotel designed to empower employees is called the Superhero program. Employees are allowed to recognize one another for acts that go above and beyond and this recognition translates into rewards that employees can receive. In addition, an incentive plan was started. All departments keep a chart for every 30, 60, 90, 120 days etc. without an injury that requires modified duty or loss time. As a result the departments will raffle off \$25 gift cards. In housekeeping alone, 20 gift cards are raffled. This program has been well received in all areas of the hotel. The departments like the attention they get from senior management and enjoy celebrating the milestone accomplishments during their department meetings.



Graph indicating number of days without an injury per department. Housekeeping reached the highest number of days without an injury in the history of its department on June 26, 2014.

Since Cheryl came on board, the hotel went 250 days in housekeeping with no claims. Cheryl said that this particular property has been a shining example of how people can work together to bring about true change. She does a little bit of everything but has really focused on Job Coaching and Early Symptom Intervention. “I was supported the very first day I walked into their hotel,” she said. “They trusted me to bring in the right programs for their unique situation. They were receptive and willing to do whatever it took to get things moving in the right direction.”

“The Briotix program will have paid for itself,” Adrineh said of the first year program which for their employee size (approximately 640 employees) had an annual cost of approximately \$50,000 annually. Specifics of the program include Early Symptom Intervention, in which a discomfort reported prior to it becoming a claim. They also implemented Fit for Work, Job Coaching and Training and Conditioning Classes. All of the prevention services are designed to get ahead of injuries and not just deal with them post claim.

