

# CASE STUDY: HARMAC MEDICAL PRODUCTS

## EMPLOYEE ENGAGEMENT



## COMPANY

*A global medical products manufacturing company on a mission to make themselves and the community more sustainable.*

Harmac Medical Products is a full-service contract engineering and manufacturing company of single-use medical devices that has served the global marketplace for nearly 40 years. It is headquartered in Buffalo, N.Y., with additional facilities in Ireland and Mexico, and employs approximately 1,000 people worldwide. The Buffalo Facility has roughly 400 employees and covers approximately 80,000 square feet, 18,454 of which is environmentally controlled production space.

Harmac's sustainability journey began when its President & CEO saw the need to improve its neighborhood, not only to attract customers and top talent, but also because 25% of its workforce resides within its zip code. This started the community and people portion of Harmac's voyage. The environmental journey was led by their facility in Ireland, as the ISO 14001 standard is the norm for European companies. Harmac's Ireland plant was ISO 14001 certified in 2011, with the Buffalo facility achieving certification in 2014.



# CHALLENGES

*Improving the employee experience and employee retention rate.*

Harmac was seeing a high turnover rate with new employees - a trend recognized in 2018 - but once a person reached 2 years, they tended to stay an average of 10 years. The new employees were either leaving on their own for unknown reasons or they were being asked to leave based on poor attendance or performance. Harmac does have a free Employee Assistance Program (EAP), but it is all done over the phone and utilization was fairly low at 2-3 calls per month.

# SOLUTIONS

In 2018 Harmac partnered with the Center for Occupational & Environmental Medicine (COEM) located at ECMC and the University of Buffalo to have a social work intern placed at Harmac, overseen by a licensed social worker, provided by COEM. They started by creating weekly topics and activities. The idea was to build the rapport and relationship with their employees without any stigma around talking to a counselor. Topics and activities were varied and related to mental, physical and financial health, diversity & inclusion and environmental projects. The most popular were hands-on activities of making your own stress ball, sharing a story about your culture, and planting your own terrarium.

# RESULTS

Employees are engaging with the social worker an average of 102 times per month (Compared to 2-3 for EAP). The top 3 reasons people are receiving corrective action at work are because of underlying health issues with themselves or a family member, dealing with being a caregiver and other issues at home. They found that approximately 55% of new hires need assistance when starting a new job, most with housing, or health issues.

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It started with our plant in Ireland, and the Buffalo facility wanted to achieve ISO 14001 certification as well. SBR has helped us to make connections and bring resources together to assist us in sustainability.



**Harmac's actions and results have been reported within the framework of The WNYSBR's Recognition Program, a continuous improvement program structured to help businesses reach achievable sustainable targets. The program encourages companies to implement a comprehensive sustainability plan. This includes systematic benchmarking, identifying further environmental efficiency opportunities, and quantifying results when improvements are put into place.**

**For more information please contact:**

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