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**Redesigning to Better Manage Absence and Disability  
Enhanced Disability Management Programs:  
A Case Study in Healthcare Using Robust  
Absence Data as a Foundation**

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This session focuses on the business and operational needs, intervention process and results of an evidence-informed and outcome-driven approach to managing absence and disability in a large healthcare organization. The organization, with 24,000 workers, was faced with the prospect of lack of detailed absence information, no integrated approach to disability management, and the inability to quickly and efficiently analyze the data they did have in real time for the disability management processes. This unfortunately led to delays in reporting and inability to affect an early intervention for sustained stay at work (SAW) and return to work (RTW) initiatives.

After an extensive review and process redesign, including union participation, the organization implemented a comprehensive electronic employee health record, an Enhanced Disability Management Program (EDMP), as well as an automated attendance reporting solution, referred to as the Employee Absence Reporting Line (EARL). The EARL solution acted as the means to identify on a daily basis, workers not reporting for duty, enabling an objective early intervention and attendance management program.

After several years of use, the results are astounding, these two systems combined produced a **return on investment of \$28 million** in decreased Long Term Disability (LTD) assessments and related disability costs. This was a **40% reduction** over the period prior to implementation. This session will effectively be a case study in the process, the technology and processes deployed, as well as detailed results.

### **Key Results**

- High participation rates are consistently observed, with an average daily volume of 411 calls
- Real time data show daily trending and allow the organization to deploy resources and act proactively to reduce costs and manage absenteeism
- Forecasting data are crucial for management of operations
- The EARL automated attendance reporting solution is a very cost effective option and provides the foundation for the early intervention components of the enhanced disability management program, and a stable platform on which to base and measure success