

# IBI Conference

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## Exploring Alternative Return-to-Work Strategies

March 29, 2017



# Presenters



- **Heidi Bimrose, CRC, CEBS**  
Unum  
Workforce Solutions Director



- **Tony Bohn,**  
Norton Healthcare  
Chief Human Resource Officer



- **Bob Patterson, M.P.T., MBA, C.A.E.**  
Briotix  
Founder/CEO





Over  
14,100  
employees  
strong

- Kentucky's 1<sup>st</sup> and only recipient of the **National Quality Healthcare Award** presented by the National Quality Forum
- Norton Healthcare includes:
  - 5 large hospitals with a total of 1,837 licensed beds
  - 140 locations of service in Metro Louisville and Southern Indiana
  - 12 Norton Immediate Care Centers
  - 104 physicians practice locations
  - 13 Outreach satellite clinics



Providers  
credentialed  
in 45 states  
and 54  
countries

- Based in Centennial, CO
- Servicing a wide variety of industries with a customized service mix
- Integration into client structure based on service mix
- Collaboration and integration with client departments including
  - Human Resources administration
  - Workers' Compensation administration and third party administrators
  - Leave administration
  - Operations teams/process improvement
  - Safety, Health and Wellness
  - Benefits
- Provide Early Symptom Intervention & RTW Services



Unum is the  
**leading provider**  
of group and  
individual disability  
benefits in the  
U.S.<sup>1</sup>

## Workforce Solutions Group

Experienced absence management resource partner

### **Lost time impact analysis –**

Share insights gained from the largest private disability database in the U.S., second only to Social Security<sup>1</sup>

### **Workforce challenge studies & On Site Visits**

Apply data and experience

### **Program design and monitoring:**

- Health management engagement
- Return-to-work and stay-at-work services
- Worksite modification

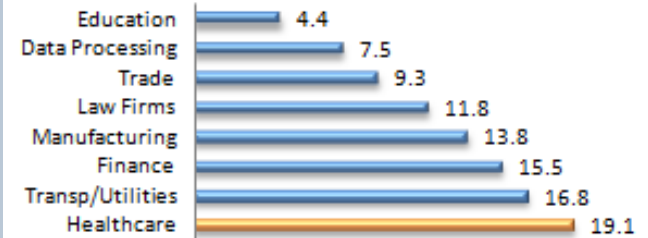
# Cost of absence Heidi

## The stakes are higher for hospitals

- **Operating Costs Pressures:** Replacing absent employees is costly and may cause the hospital to rely on replacement workers that are less productive. Labor typically accounts for almost 60% of operating costs<sup>1</sup>
- **Clinical Quality:** Employee absences impact team performance, cause higher patient loads and disrupt the continuity of care.
- **Patient Satisfaction:** Handoffs in patient care due to absences can be very disruptive to the evolving nurse/patient relationship.
- **Employee Morale and Engagement:** Employees must cover for the co-workers' absences, leading to decreased job satisfaction and engagement.
- Understaffing is a leading cause of **Nurse Burnout** which, in turn, is associated with higher rate of hospital acquired infections

<sup>1</sup> "Healthcare Job Growth Cools Slightly," HealthLeaders Media. September, 2012  
Incidence rates are based on Unum block data, YE 2015

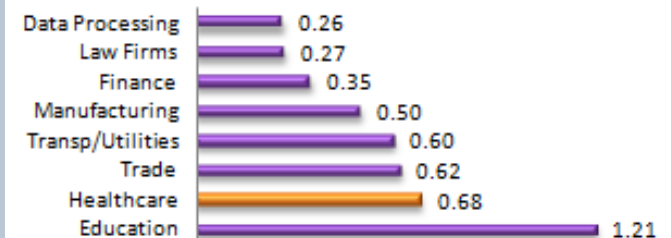
Annual Leave Requests/100 Employees



Annual STD/100 Employees



Annual LTD/100 Employees



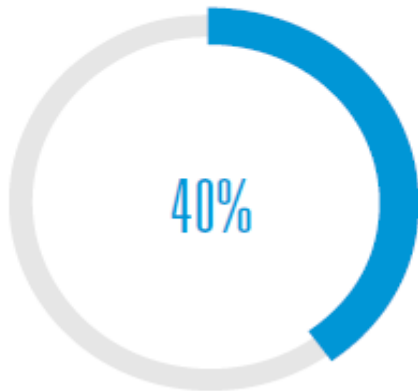
# The Value of Return-to-Work Programs

**The Good News :** Return to Work (RTW) programs help employers avoid persistently long disability claim durations. RTW resources disrupt the persistence in year-over-year claim durations – especially for companies starting from a high baseline.

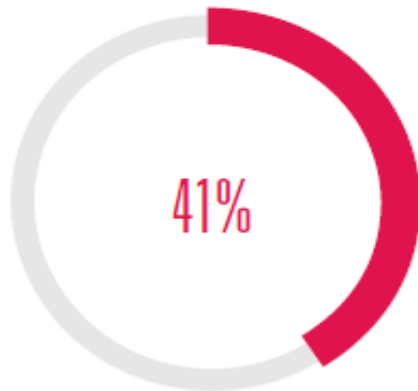
## THE BAD NEWS

**Many employers are missing out on the benefits of RTW programs.** In spite of the clear advantages for managing disability durations, half of 256 employers surveyed had no RTW resources. Most employers with RTW programs lacked resources directly focused on managing non-occupational disability cases.

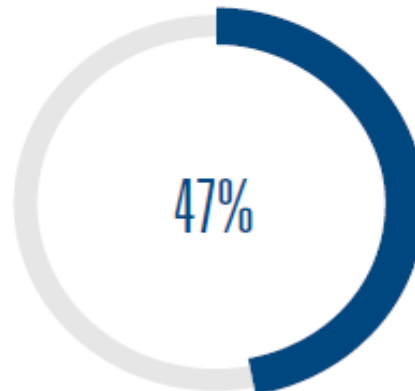
### PERCENTAGE OF COMPANIES WITH...



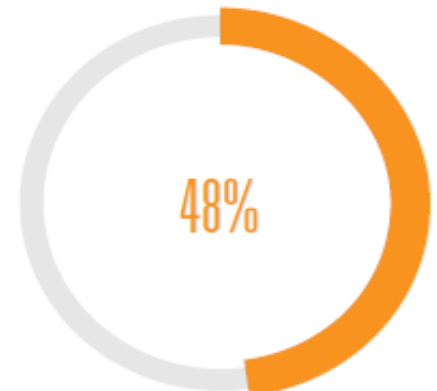
Formal RTW resources for non-occupational disability incidents



Tools to help supervisors manage their employees' RTW process



Workplace accommodation policies for employees returning from leave



Any RTW resources, accommodation policies or supervisor tools



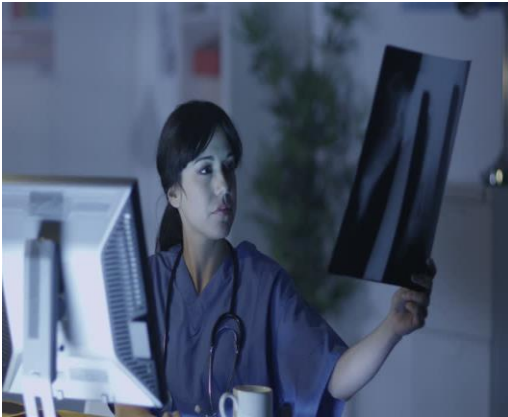


### RTW Case:

Mary, a radiology tech, broke her wrist

Mary requested to return 2 weeks early with modifications.

Mary's supervisor said she had to be 100% & did not want to risk a WC claim

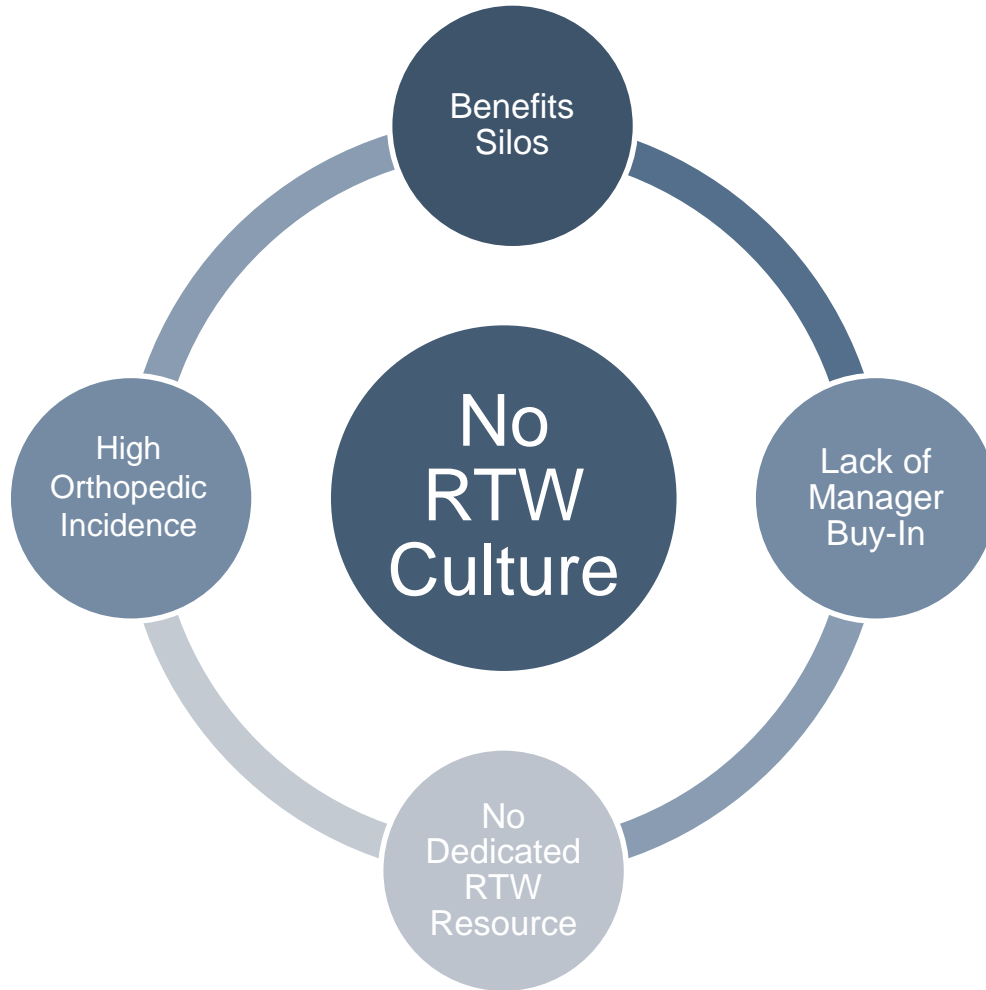


### What is wrong with this Picture?

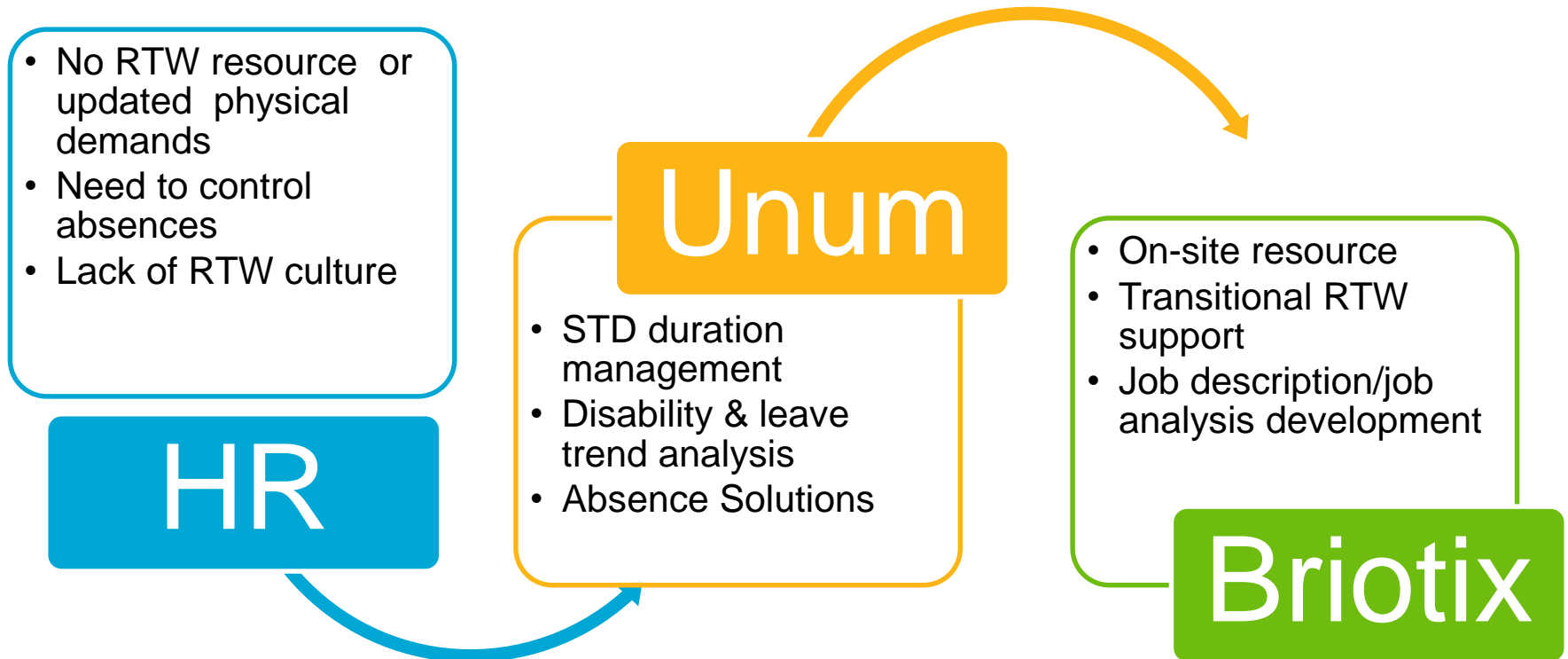
- There is not a resource to review accommodation requests or workstations
- There was not an up to date job analysis of physical requirement of key jobs
- The supervisor is following an “All or Nothing” RTW policy
- The supervisor may be violating the ADA by not returning Mary to her clerk position.



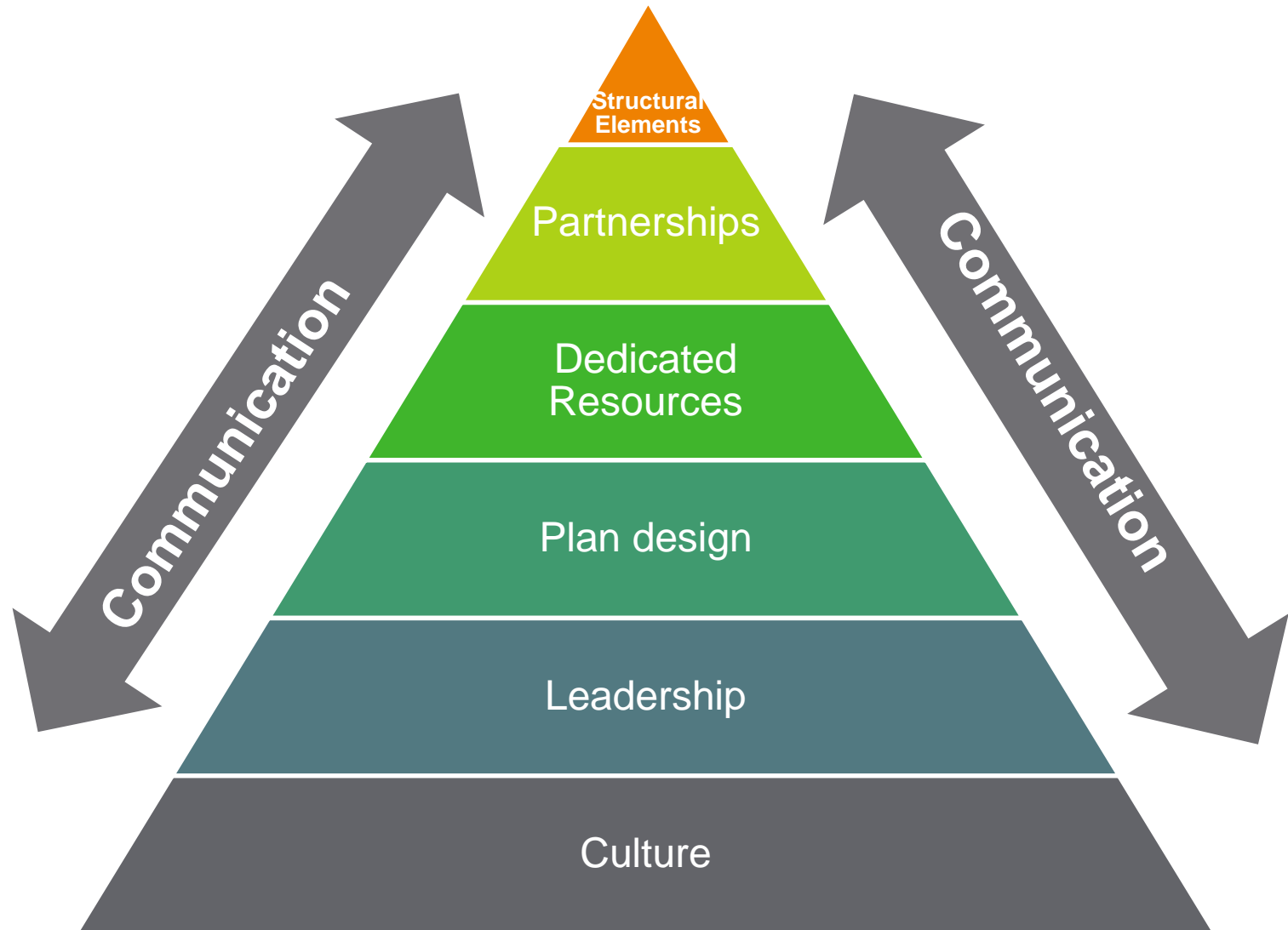
# Challenges at Norton healthcare



# Tony Partnerships Drive Solutions



# Critical elements of successful RTW programs

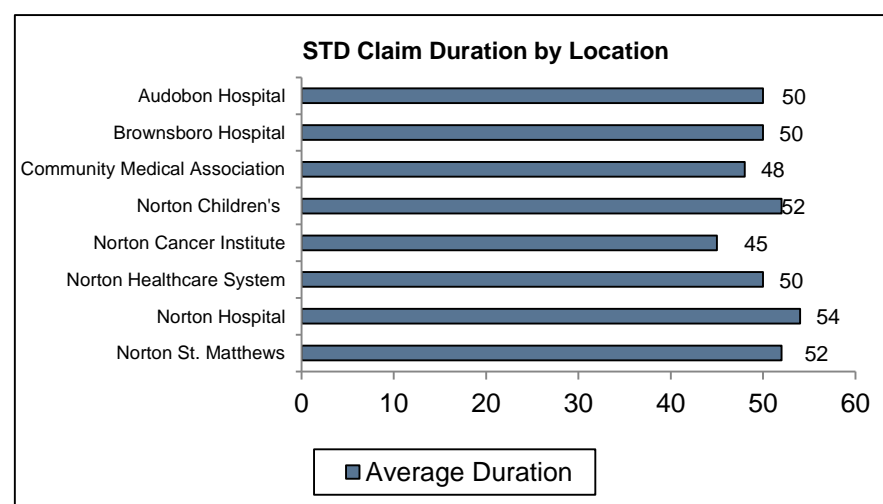
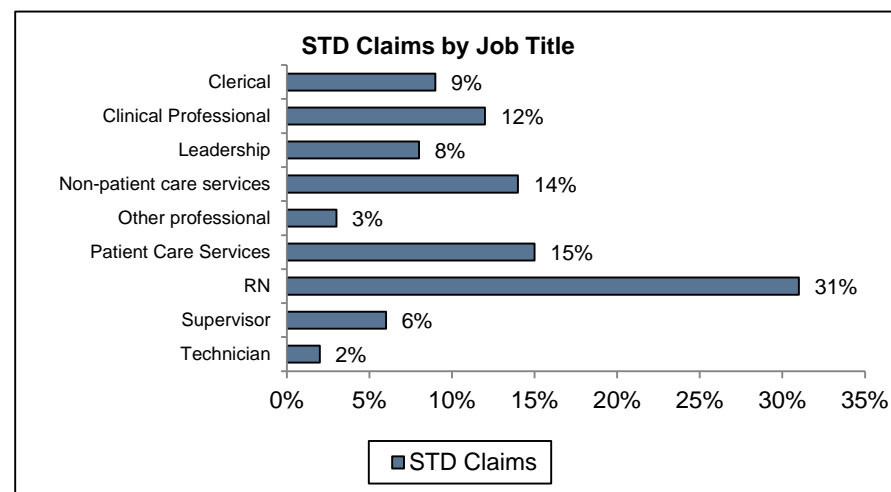
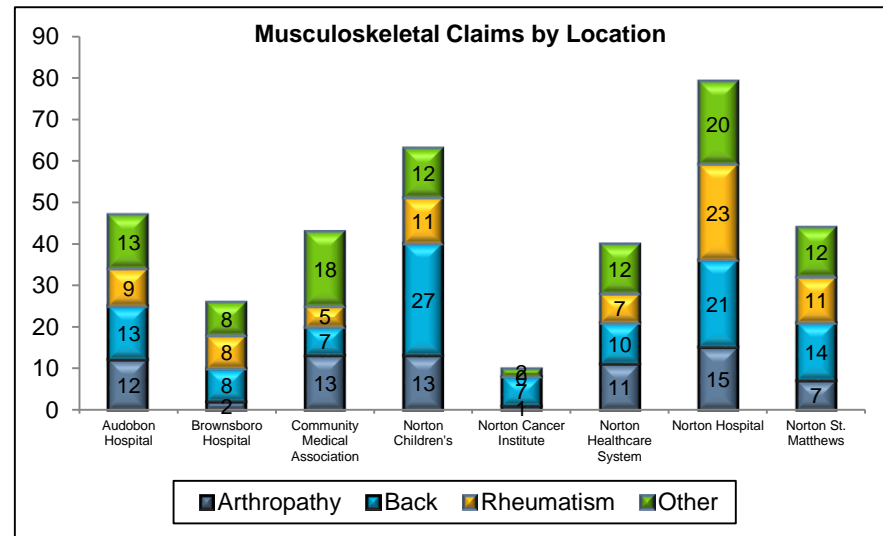
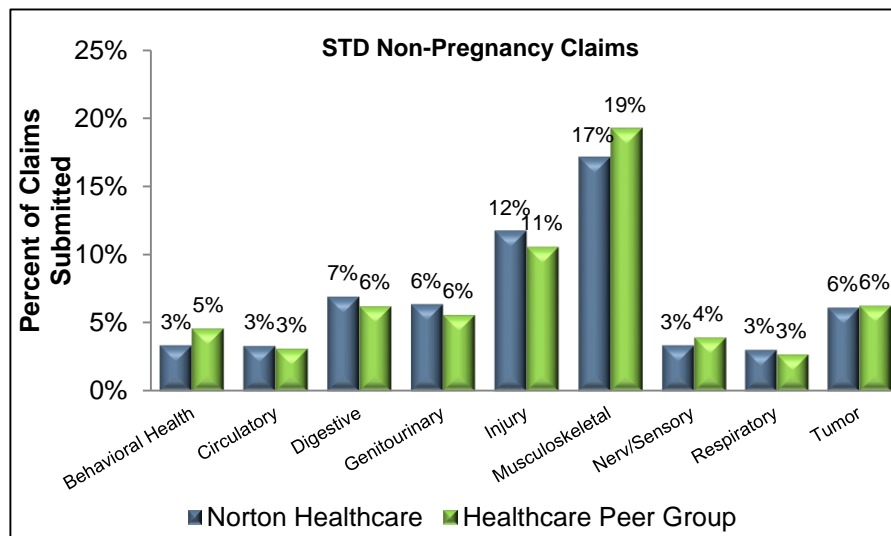


# Building the Case

- Quantify the positive financial impact a RTW program can have on your staffing costs (and revenues for healthcare organizations)
- To the extent possible, tie development of RTW program to your organization's mission, vision, and values
- Identify resources that can champion the RTW program



# Use of Data Analytics



# Changing the Culture



# RTW Targets: Decide where to focus efforts

## Location

- Main Hospital
- Children's Hospital

**34% of STD claims**

## Condition

- Musculoskeletal
- Injury
- Cancer

**35% of STD claims**

## Occupation

- RNs
- Patient Care Services

**46% of STD claims**

Lost Time Study performed by Unum to determine absence drivers



# Disability Management Services?

## What are the goals?

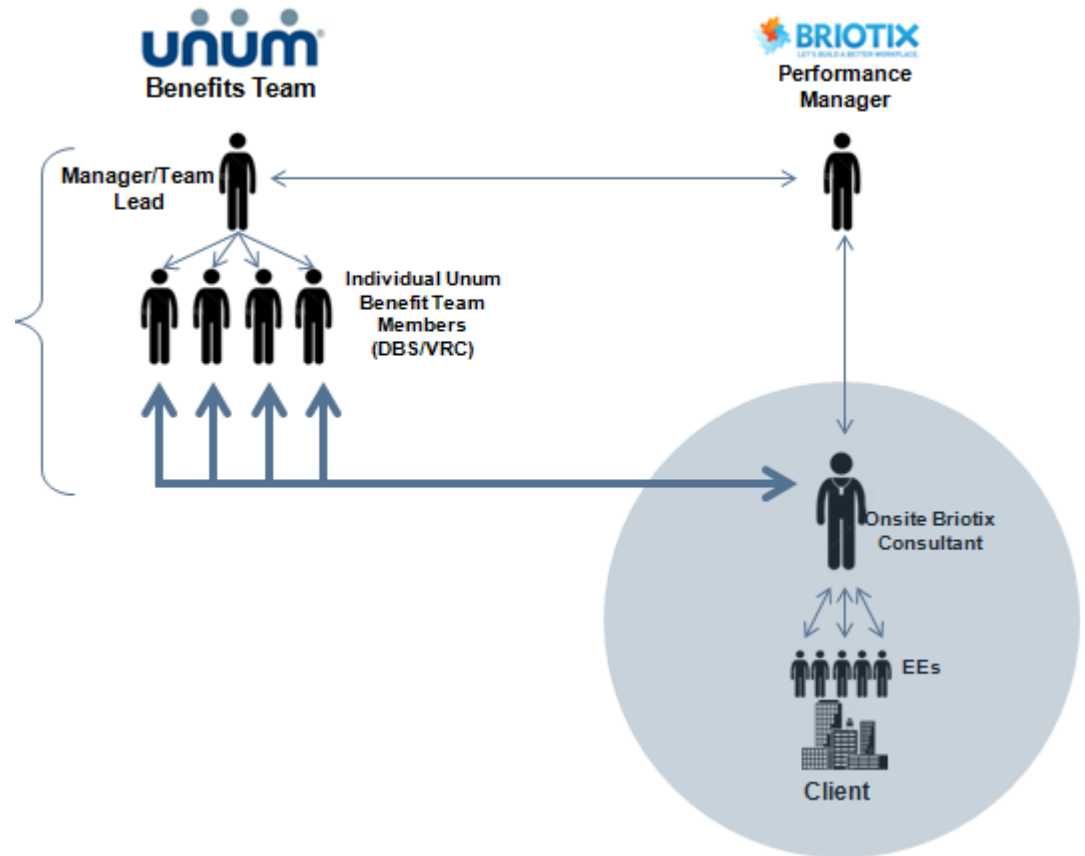


- Decrease lost work days
- Decrease impact of disability
- Impact employee presenteeism and productivity
- Foster environment of expectation and support
- Increase impact of Stay at Work and RTW Services
- Identify and engage with employees before they would typically be targeted for RTW/SAW
- Enable 1x1 contact to increase efficacy of programs

# Disability Management Services

## Duration Management

- Return to Work Job Coaching
- Return to Work Handshake
- Stay at Work Coaching
- Planned Leave Management
- Worksite assessment and ergonomic services



## Claim Identification

- Identification of claims by Unum team

## Roundtable Review

- Joint Unum/Briotix roundtable to identify referrals and opportunities for RTW resources

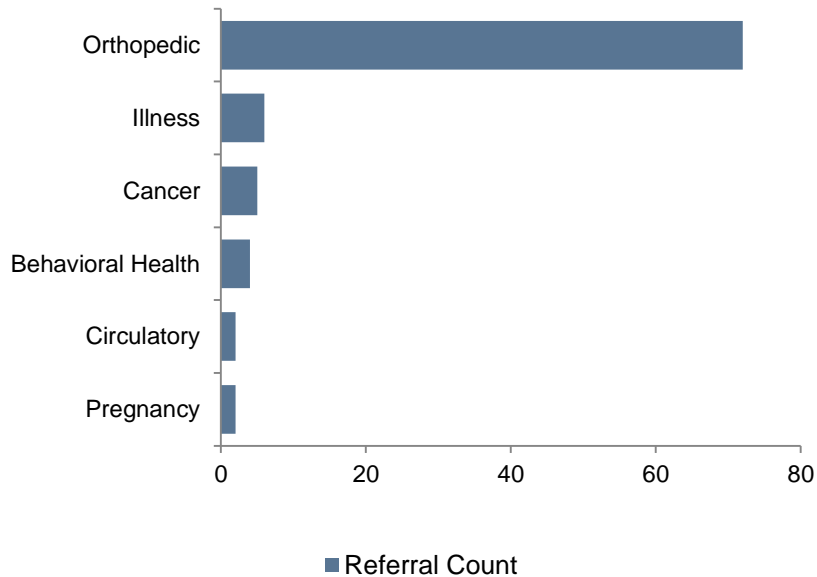
## RTW Intervention

- On site assessment, RTW coaching & identification of RTW opportunities

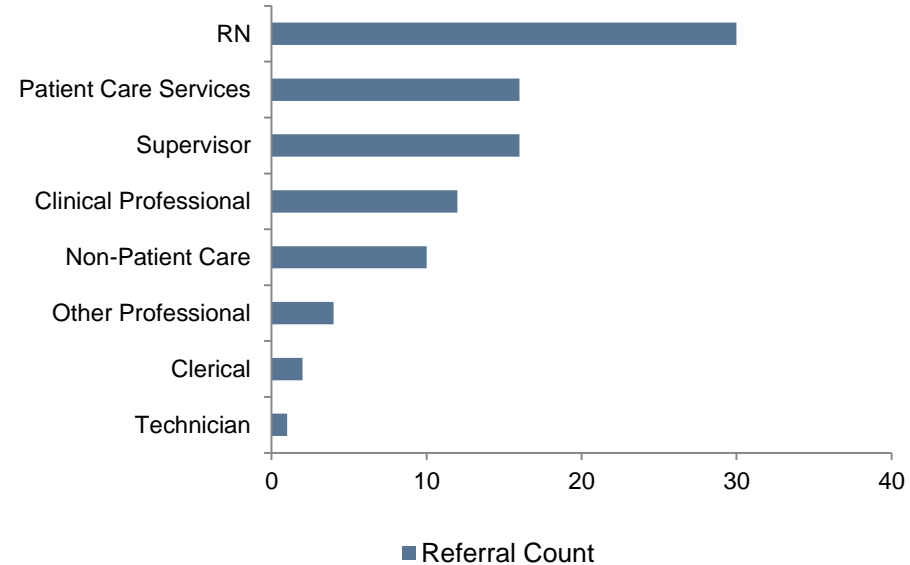
# Referrals by Condition

*Services focused on the highest claims exposure populations*

Referrals by Diagnostic Group



Referrals By Job Class



# 1,226 Total Lost Workdays Avoided

Among the cases that were engaged **and** for which the STD claim has closed, Norton Healthcare avoided 1,226 Lost Workdays (annualized).

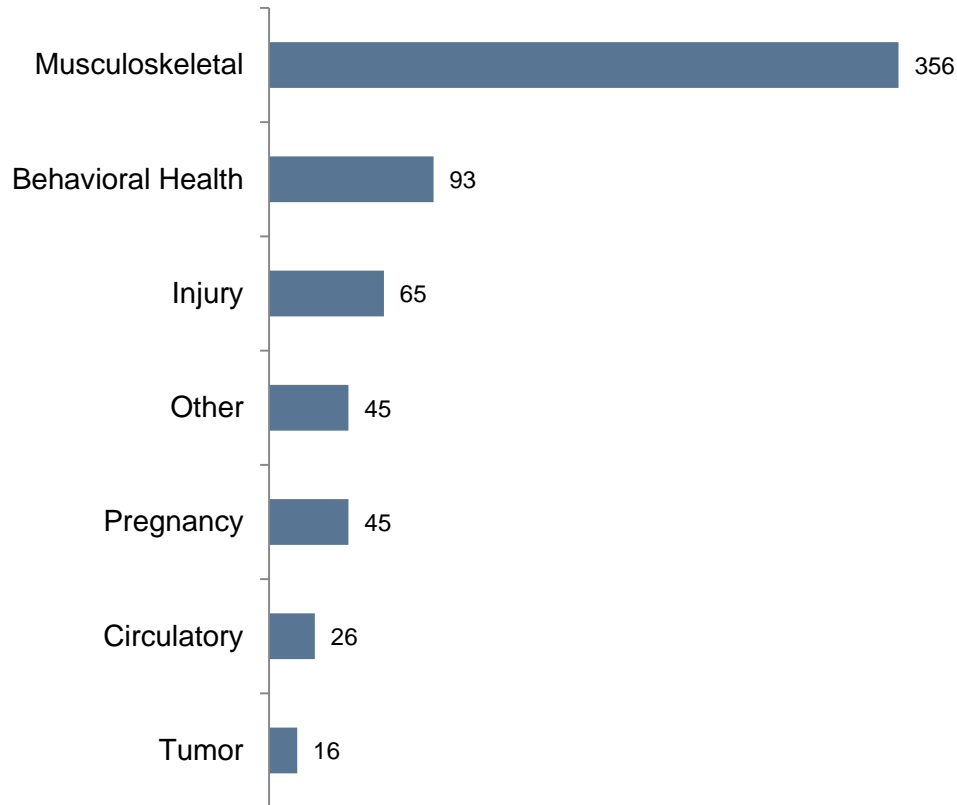


Methodology to determine if a Lost Workday has been avoided

$$\begin{aligned} & \text{Initial projection of days duration} \\ & - \text{Actual claim duration} \\ & = \text{Lost Workdays Avoided/Added} \end{aligned}$$

# Early Stage Savings

## *Lost Workdays Avoided by Diagnosis*



**1,226**

*Total Saved Lost Workdays*

**\$198,612**

Direct Savings from Avoiding  
Lost Workdays

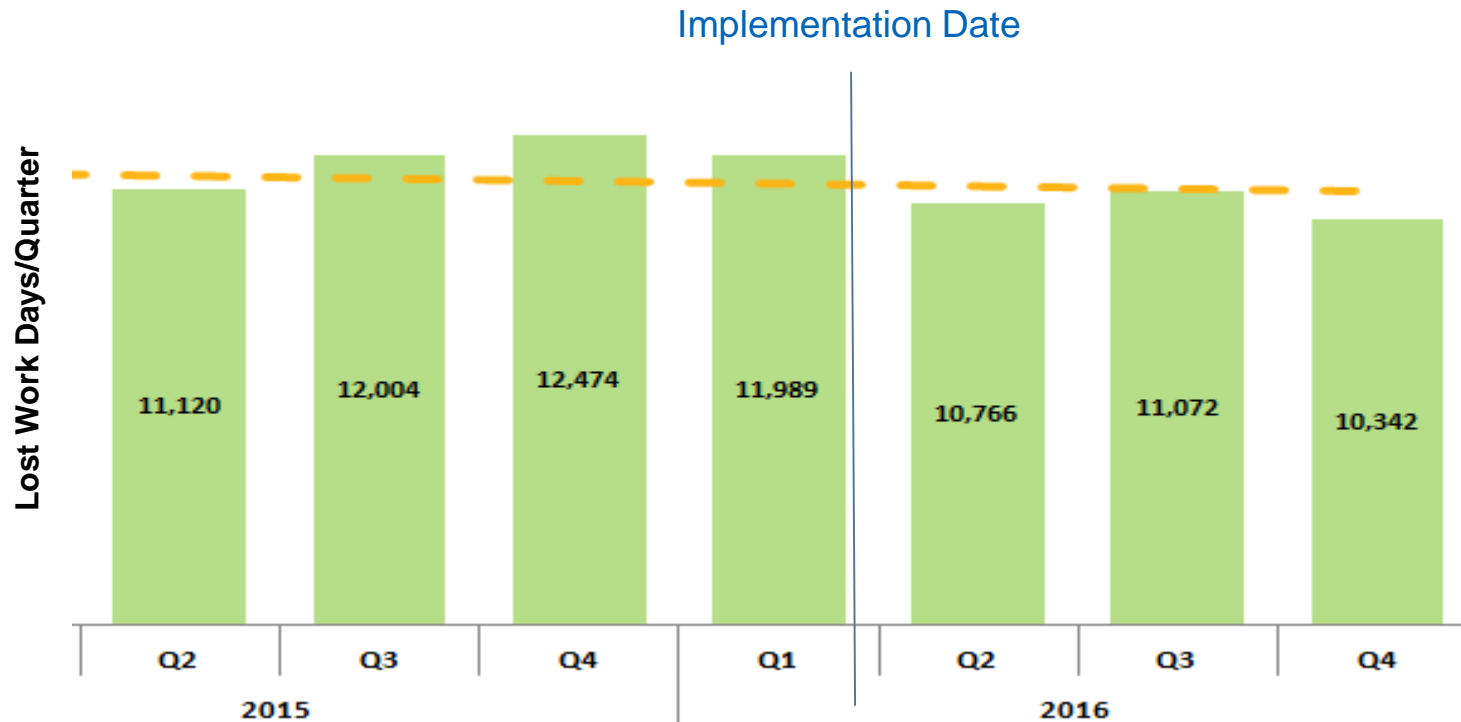
Assumes average annual  
salary of \$60,000

$\$60,000/\text{year} \div 260 \text{ workdays} = \$231/\text{day}$

$\$231/\text{day} \times 70\% \text{ benefit} = \$162/\text{day}$

$\$162/\text{day} \times 1,226 \text{ days} = \$198,612$

# Early Stage Impact on STD





# Annualized Savings through Engagement

Savings	
Direct Savings	\$198,612
Indirect Savings	\$566,412
Total Savings	\$765,024

*Annualized Savings*

**≈\$765,024**

(assuming continuation of current rate of lost workdays avoided)

## Indirect savings are savings from:

- Placing/training replacement worker
- Reduced productivity among full staff to accommodate missing co-worker or support temporary replacement worker
- Potential overtime charges for other staff to cover hours missed by employee on leave
- Replacement workers are less productive than regular staff who are part of cohesive team.

# Prevention – Stay at Work Services

- Increase in request with launch of employee communication and Insight article
- Prevention Focus on addressing acute and chronic symptoms reported
- Preventive worksite analysis and coaching
- Coaching and behavior change recommendations are #1 recommendation during worksite visits



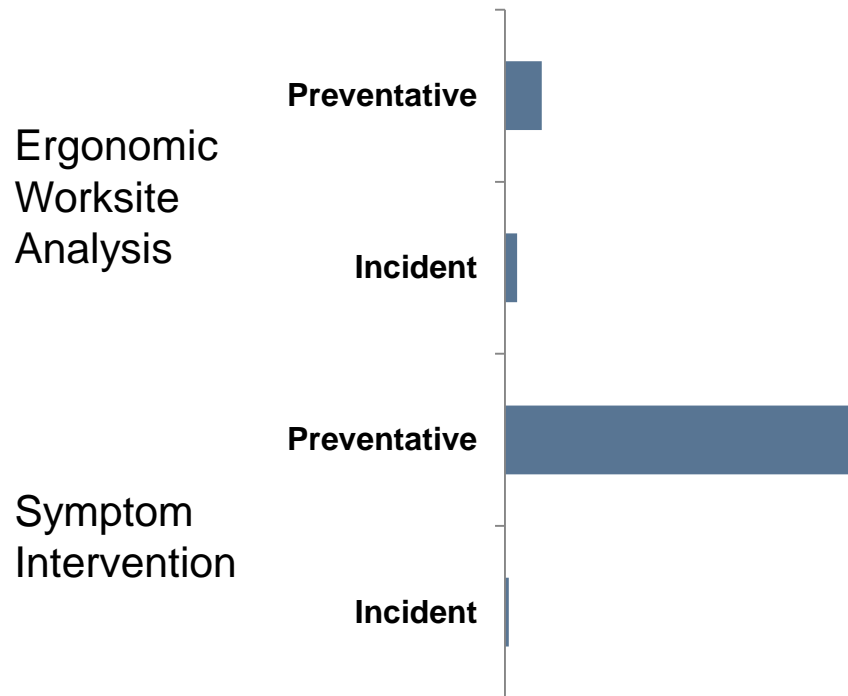
# Stay at Work Services

## Recommendations

- 2 Chairs
- 1 desk
- 4 gel wrist pads
- 8 document holders
- 8 keyboard trays
- 30 footrests (lower cost solution compared to providing new chair...similar result)

Inexpensive  
\$\$\$

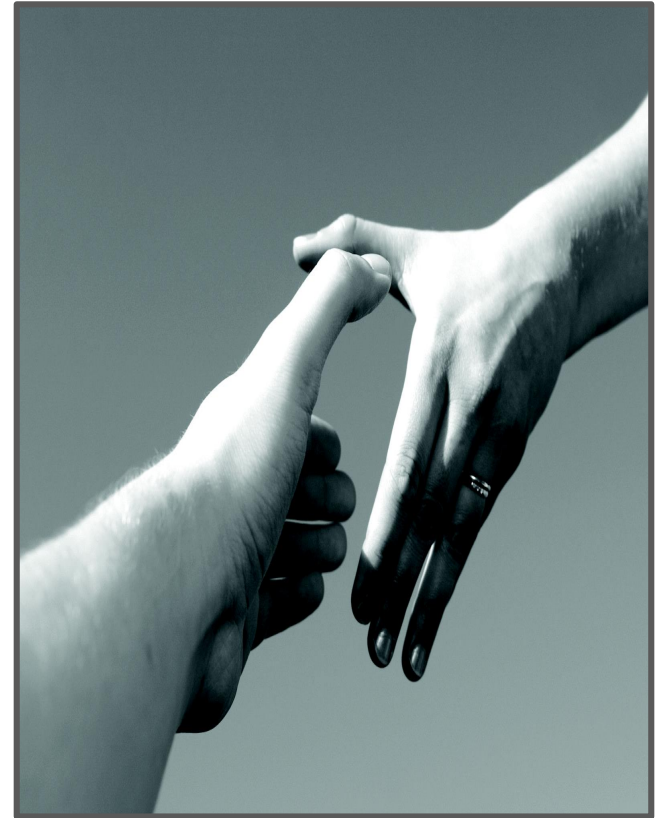
## Preventive Interventions (by type)



Environmental Trend Identified: many desks are too high which could be addressed with keyboard trays or raising seat/provide footrest

# Key to Success

- Needs Analysis and Appropriate Service Application
- Manager Collaboration with Onsite Services
- Leadership support to encourage:
  - Managers and supervisors to support and interact with the Briotix Prevention Specialist
  - Employees to interact with the Prevention Specialist
  - Early reporting of symptoms
  - Prevention Specialist participation in Safety and Staff meetings
  - A staff level manager to 'debrief' with the Prevention Specialist weekly



# RTW Success

**Job:** Cardiac Tech

**R&L's:** Lifting Restriction from Rotator Cuff repair

**Services from Briotix Consultant:**

- Assessed employee's recovery
- Outreach to physician to review work duties, capacity and RTW opportunities
- After outreach, the physician adjusted lifting restrictions to match recovery
- Educated employee's manager on the RTW process and discussed the employee's restrictions in relation to the job demands

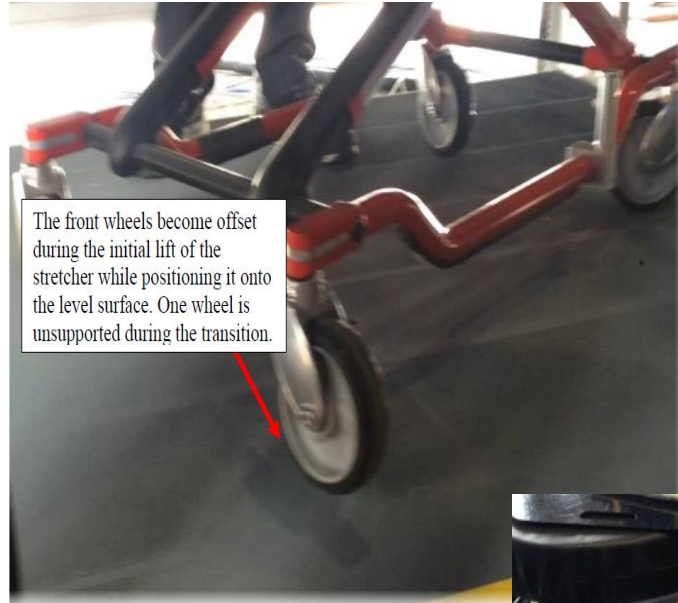


**Outcome: The employee was accommodated, and returned to work 3 weeks early**

# Prevention: MRI Ergo Eval

- 3 Employee injuries reported at the transfer site into the temporary MRI trailer
- An Ergo Evaluation of the transfer of patients activity on and off of the ramp at the temporary MRI was assessed
- Risks to patients and staff were identified
- Recommendations for remediation made & implemented
- NO further incidents

Before



After



# Return on Investment

**\$765,024**  
Total Program  
Savings  
(annualized)

**\$234,252**  
Program Cost  
(annualized)



**3.2 : 1**  
**ROI**

The initial pilot year has generated significant savings based on measurable reductions in Lost Workdays



# Placing an On-Site Consultant is...

- An investment that reduces lost workdays and improves employee engagement.
- A productivity multiplier for employers that takes the burden off the HR department.
- A visible and consistent message to employees that their employer will support them as they manage and recover from a disability.
- A proactive approach that will identify employees at risk.
- A trusted source of information that will engage with employees to understand their needs limitations, and capability.



**Question: How do you manage RTW planning, job assessments, ERGO evaluations, workplace accommodations-including implementation and ongoing management?**