



---

**IBI Presentation:  
Mitigating the Impact of Absence on 24/7  
Employers**



# Presenters



## **Michelle Jackson, MSW**

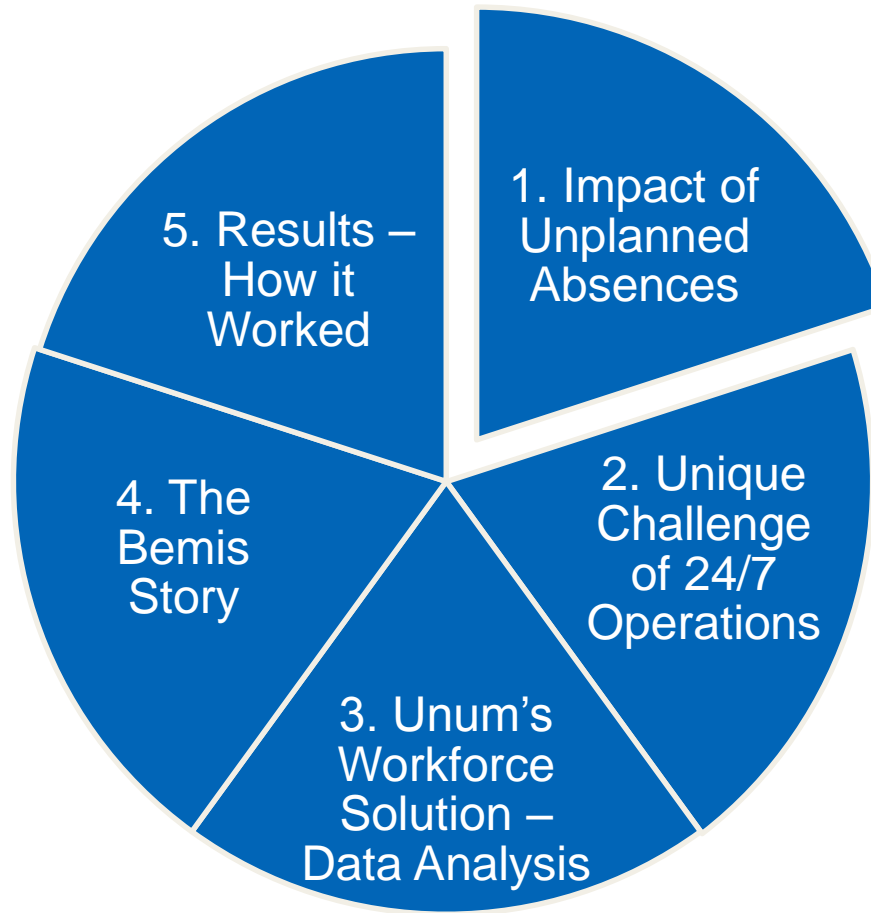
- Assistant Vice President, Workforce Solutions Group
- Bachelors in Psychology
- Masters in Social Work
- 18 years tenure with Unum
- Managed both Clinical/Vocational and LTD Claims teams
- Sales/Service role primarily working with national clients on all service aspects and developing benefit solutions



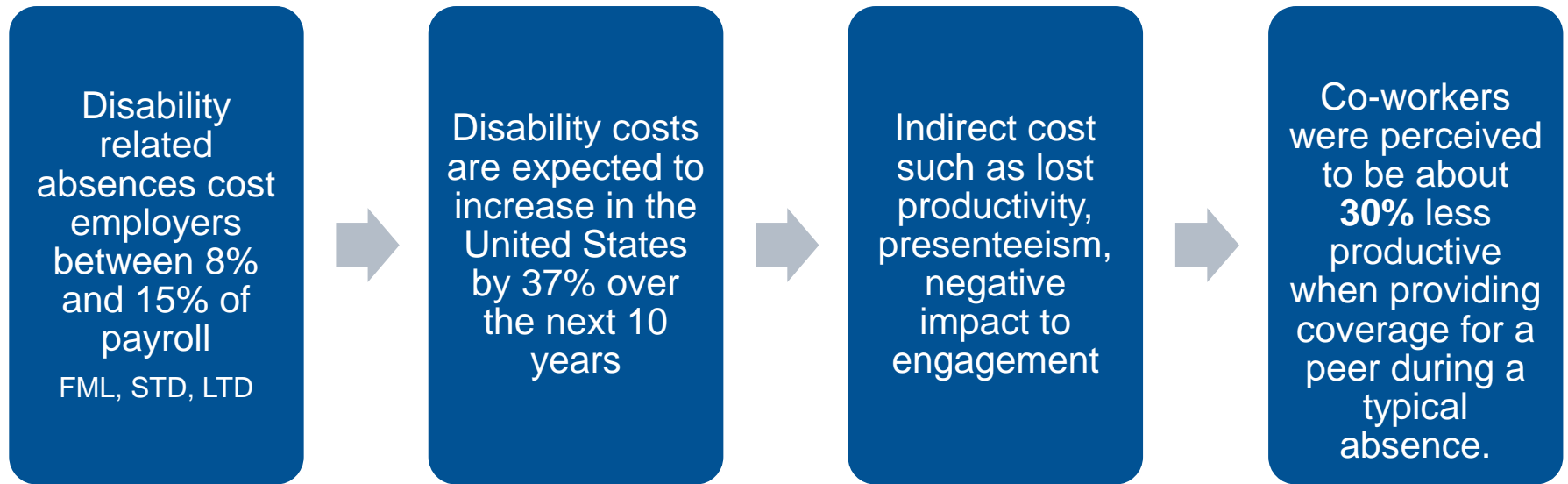
## **Lisa Trepanier, CRP, SPHR, SHRM-SCP**

- Director - Global Mobility & HR Administration
- Bachelors in Business Administration
- 13 years tenure at Bemis
- Responsible for overseeing the Global mobility function and the HR Plan Administration team.
- Primarily responsible for establishing common HR program, benefit administration processes and procedures and compliance.

# Agenda – Putting it all together



# The Impact of Absence



Good News : Employers with Stay-at-Work (SAW) & Return-to-Work (RTW) programs have significantly fewer short term disability (STD) lost work days & lower cost per Long Term Disability (LTD) claim\*

\* 2015 EMPAQ Insight Study

# The Nature of the 24/7 Organization



- Round the clock coverage
- Multiple shift options – early hours and late shifts
- Regulatory requirements for staffing levels
- Staff to patient requirements
- Customer service considerations
- Maintaining expectations of productivity

# Workforce Solutions through Data Analysis

## Evaluation of Workforce absences - gather the data

- Family Medical Leave – Total FML Leaves, Non concurrent FMLA Leaves and Non concurrent FMLA lost workdays
- STD/LTD - Annual claims incidence per 100 covered employers; cost per employee and Lost workdays per 100 employees; diagnostic drivers

## Analyze the data for key trends

- Key drivers by diagnostic category (musculoskeletal, cancer, circulatory)
- Breakdown by Department, occupation and/or locations
- Determine any policies or practices that contribute to absence

## Determine key areas to target based on data

- Identify highest utilization area based on data
- Highest potential area for improvement
- Motivated key partners

## Develop Return to Work Strategy and implement program

- Senior Leadership support is key to success
- Identify resources and key partners to include
- Develop workflow and strategy with vendor partner

# Bemis Company Profile

Industry  
Leader in  
packaging  
since 1858

Inspired  
packaging  
Solutions

\$4.3 billion  
2014 net  
sales

- Fortune 500
- S&P 500

59 facilities in  
11 countries

- North America
- Latin America
- Europe
- Asia Pacific

17,000  
employees  
worldwide

Technical,  
Scientist,  
Production  
and more



# World Class Customer Base

Boston  
Scientific



Coca-Cola

Colgate®

ConAgra  
Foods®

FlowersFoods

  
General Mills



Heinz

HERSHEY'S

  
Hillshire  
BRANDS

Hormel  
Foods

Johnson & Johnson

Kellogg's®

KRAFT

 Kimberly-Clark®

Malt-O-Meal

Mondelez  
International

Nestlé



 PEPSICO

P&G

Saputo

Smithfield

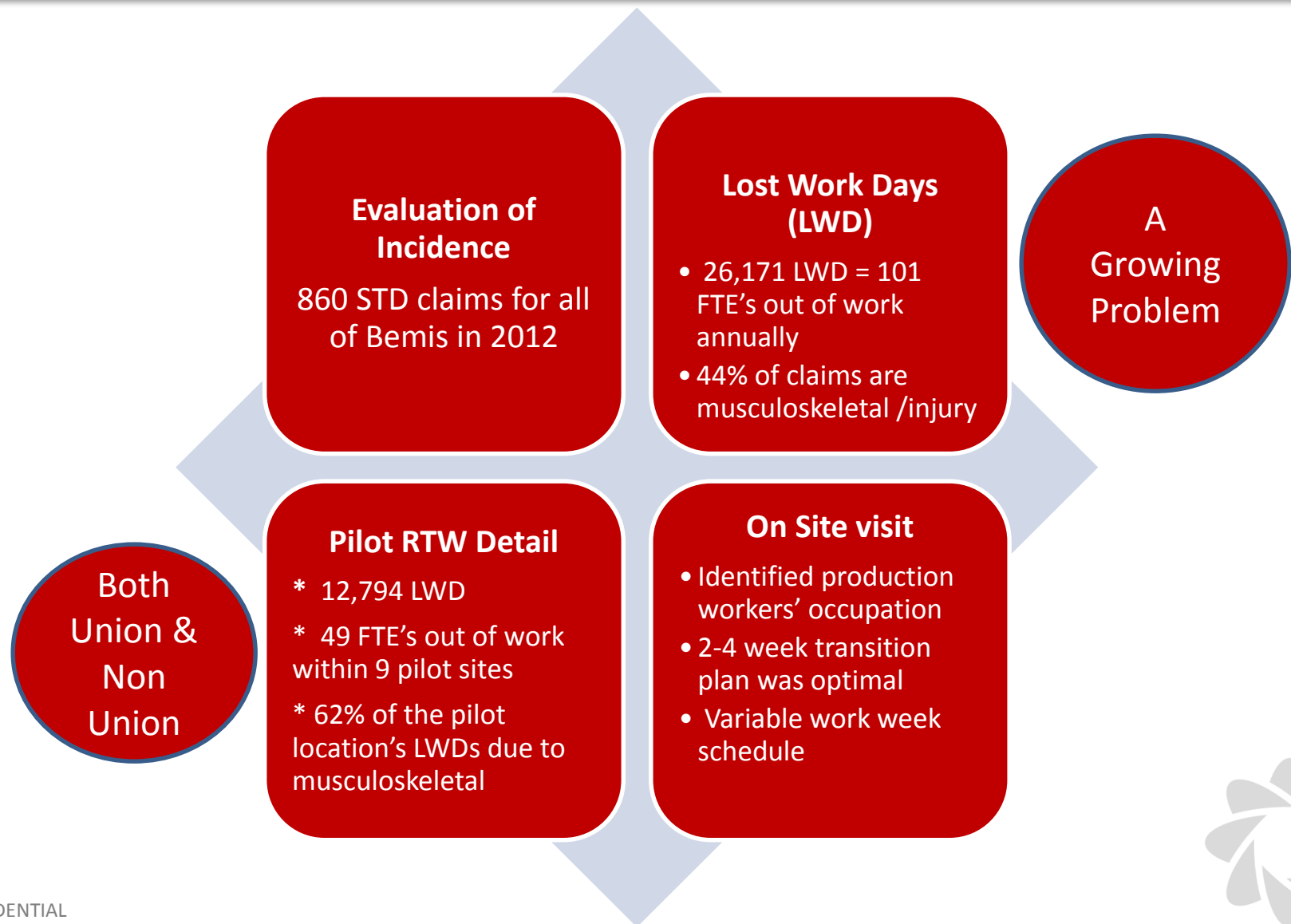
Tyson

  
Unilever





# The BEMIS Story – Setting the Stage



# Factors Leading to RTW Strategy

Reduce ADA legal risk – rigid policy with no restrictions in order to return

Consistency between workers' compensation (WC) and non-work disabilities

Aging workforce associated with long-term absences - average age of a Bemis employee is 47

Lost time impact study – average leave durations lasting longer than expected

**Need for RTW program was identified**



# Program Overview

## April 2012 through 2015

### Program Development – 9 partner locations

- 9 unique facilities actively participated in building the RTW strategy for the organization
- Unum conducted onsite visit to observe roles/occupations to understand how to accommodate restrictions

### Launched pilot RTW program

- Chose locations (14) with high STD incidence
- Locations with opportunity and engagement
- Rollout to all North America facilities completed January 2014

### Identified biggest concerns

- Returning too soon would cause increase in WC claims due to re-injury
- Potential for an increase in union grievances
- Work is too physical for employees to be less than 100%

### Provided specific education

- Educated pilot facilities on STD recurrent provision vs new WC
- Shared successes : TRTW have allowed employees to transition safely to full-duty, no increase in WC claims
- Employees WANT to come back to work – see this program as interactive and flexible; educated supervisors and managers on employee desire to work

# Program Management – Details

**Program designed to transition back to work from short-term disability (STD) leave prior to full-duty release**

- Designed to occur at the end of healing and only in a productive manner
- In partnership with Attending Physician & restrictions/limitations
- Threshold for considering RTW = 42 or more days on STD

**Primary goal is to increase productivity by reducing lost time and STD claim durations**

- Does not extend STD leave period beyond current dates for full-duty release
- Allows for gradual transition and work hardening
- Can mitigate associated cost of long-term absence

**Return transition timeframes and restriction accommodations determined by the business**

- Transition timeframes typically 2 to 4 weeks in duration
- Most popular accommodation is bringing employees back on short weeks with reduced hours
- Acceptable job modifications include co-workers rotating tasks, alternate work assignments, and cross training

# Program Management – Outcomes

Transitional Return to Work is now part of the normal process – embedded in workflow

Improved employee level engagement and satisfaction

Mindset of Accommodation – extinguished old stance

24/7 Shift Work can be accommodated (12 hour rotating, long & short shifts )

Trade Partners – employee level accountability



# Results : How it Worked

## RESULTS THROUGH 2015

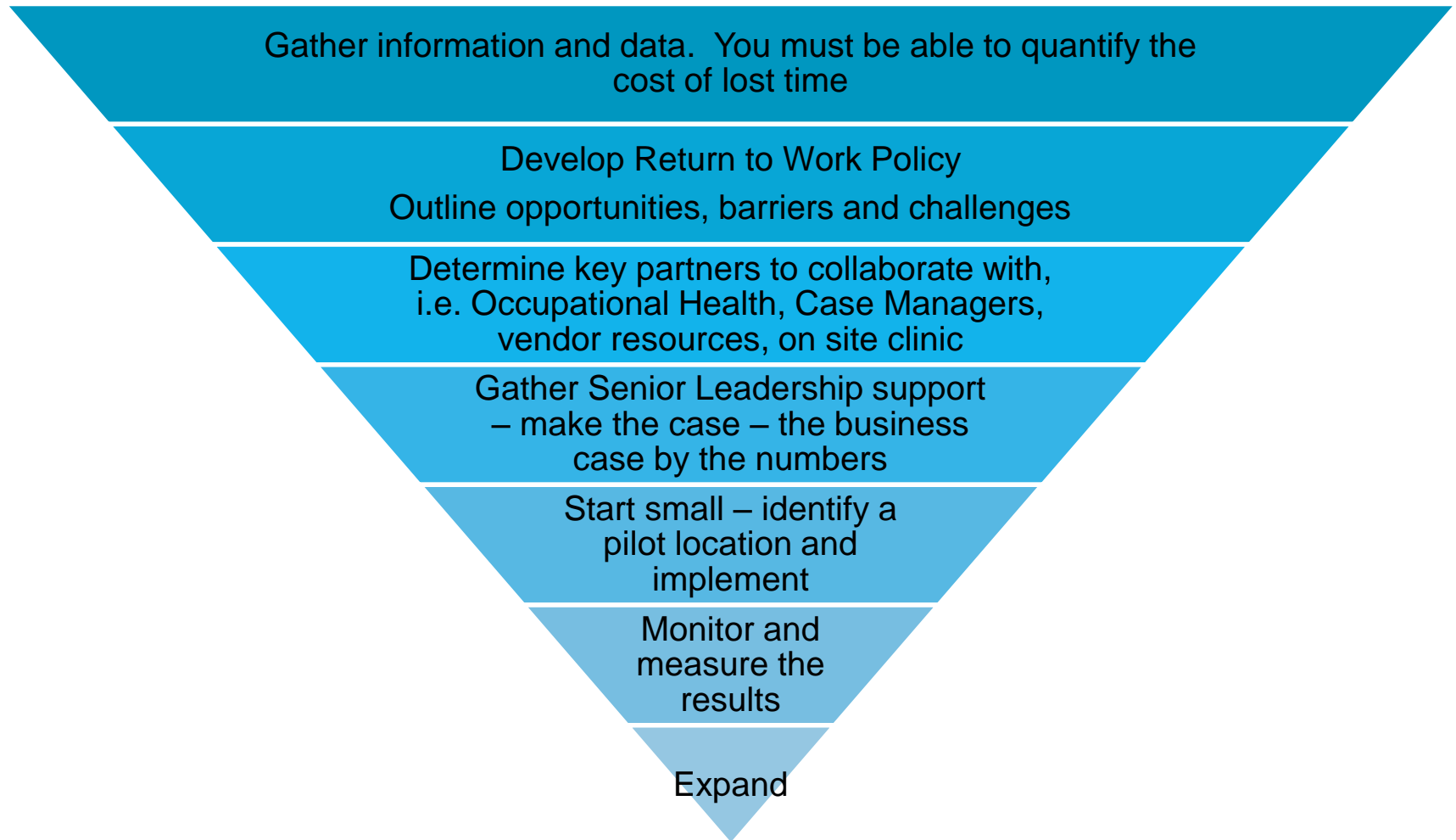
### Lost Work Days Impact

From April 2013 through 2015

A. Saved Lost Workdays	1,596
B. Full Time Equivalent (FTE) Impact = (A/260)	6.1
C. Average Salary	\$45,000
D. Indirect Savings @ 100% (BxC)	\$276,230
E. Direct Savings (BxC x 60% STD benefit)	\$165,738
TOTAL Savings from RTW Program .....	\$441,968

1. Bemis saved lost work days with RTW program (from program inception to current)
2. Estimated average salary
3. Productivity savings (indirect savings) - Calculated by assuming 100% of direct savings; may include hiring and training of replacement workers, overtime, lower productivity from replacement workers, and routine overstaffing
3. Direct savings - 60% of salary replacement

# Considering implementing a RTW strategy?



# Questions and Answers



## **Michelle Jackson, MSW**

- Assistant Vice President, Workforce Solutions Group
- [mijackson@unum.com](mailto:mijackson@unum.com)
- 804.346.1350



## **Lisa Trepanier, CRP, SPHR, SHRM-SCP**

- Director - Global Mobility & HR Administration
- [lmrepanier@bemis.com](mailto:lmrepanier@bemis.com)
- 920.527.5166