

*"Evidence-Based Disability and Absence Management:
A Maturational Approach and Guide to Practice"*

September 21, 2010
IFDM - 2010
Los Angeles, California

John W. Lui, Ph.D., MBA, CRC
Univ. of Wisconsin-Stout

Dave Rosenthal, Ph.D. , CRC
Univ. of Wisconsin-Madison

Norman C. Hursh, ScD., CRC, CVE
Boston University



Health & Productivity Management

O u t l i n e

- Introduction
- Emerging Business & Social Concerns
- Review of DM > IDM > AM
- Health & Productivity Management
- Employer Competencies and Implications
- Q & A
- Conclusion



Business & Social Concerns

- Aging Workforce
- Information & Knowledge Economy
- Shortage of New Labor Market Entrants
- Mergers and Acquisitions
- Consumer Demands + Shareholders Value
- Globalization
- Regulations
- Economic Environment
- Workers' Comp + Healthcare Costs



Disability Management (DM)

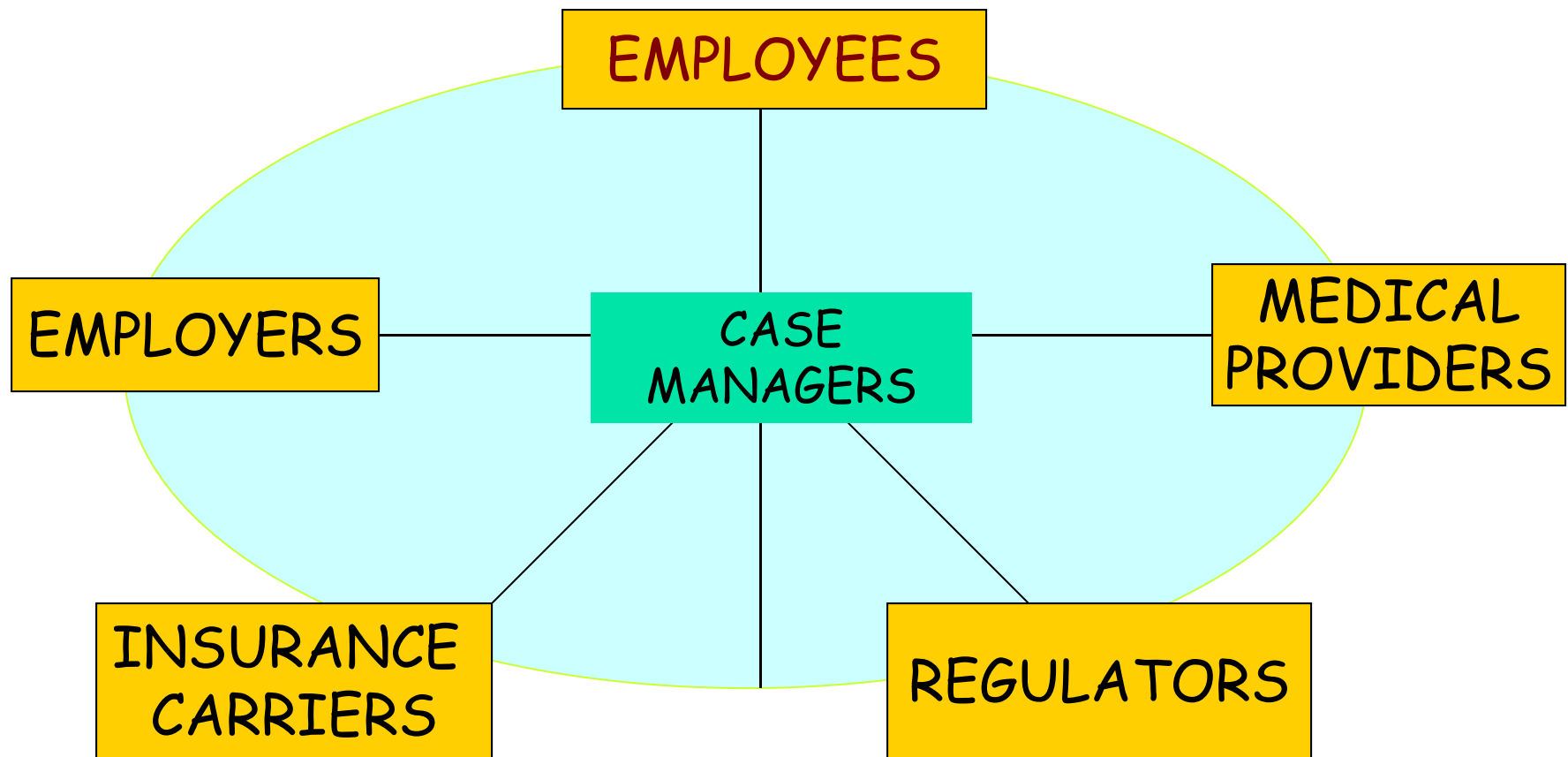
- Definition: A proactive, systematic and cost effective prevention and remediation strategy focusing upon disability prevention, or in the case of disability, the provision of optimal rehabilitation services to enhance return-to-work efforts and productivity



Key Components of a Disability Management Program

- Prevention
- Early intervention
- Return to work/Remain at work

The Vital Link





INTEGRATED DISABILITY MANAGEMENT (IDM)

* Janet R. Douglas : "Single management system for occupational and non-occupational disability. Aspects of an IDM program include a single claims intake and notification process, a single claims management system, a common medical case management process, a common return-to-work program and a single database."

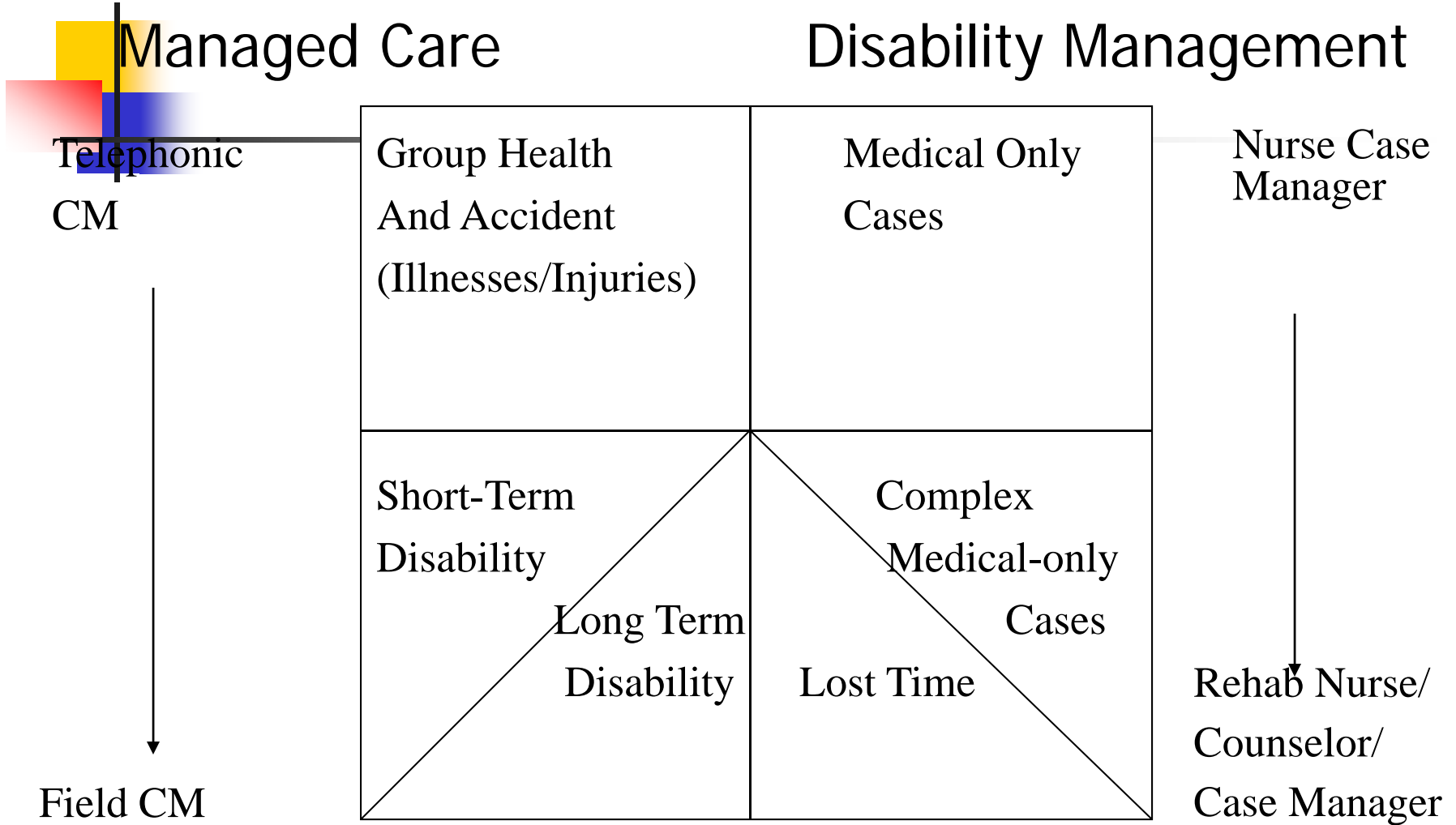
* Watson Wyatt + NBGH: "Integrated Disability Management coordinates occupational and non-occupational disability programs and other related programs - such as group health plans, health promotion programs and employee assistance programs (EAPs) - to bring down total costs, improve overall workforce health and make administration easier. Such integration encompasses illness and injury prevention efforts, rehabilitation, medical case management and return-to-work (RTW) programs for all causes of disability."

Non-occupational

Occupational

Managed Care

Disability Management





Absence Management

- Focuses upon overall productivity and enhanced employee value
- Attention of all forms of work interruptions and incidental absence
 - Sick pay
 - Unauthorized time off
 - FMLA absences



Absence Management

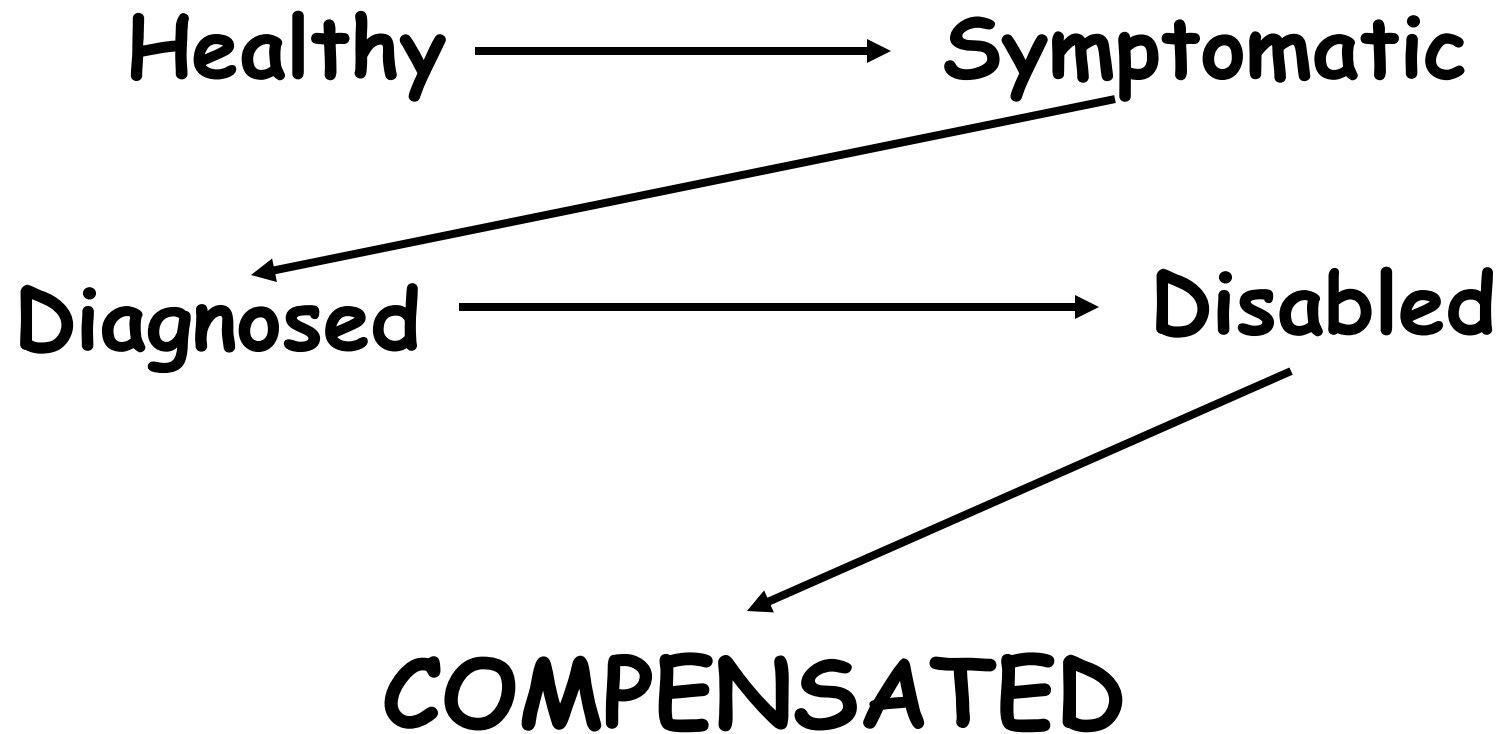
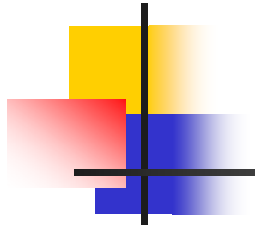
- **Janet R. Douglas:** “Process of monitoring and controlling the use of unscheduled paid time off
Early identification of the reasons for absence from work enables appropriate and immediate intervention, which in turn reduces the risks of disability. Disability prevention is the primary goals of absence management.”



Presenteeism

- Burton et al: The decrement in performance associated with remaining at work while impaired by health problems
- Presenteeism can be measured in costs associated with decreased or slowed output, failure to maintain a production standard, additional training time, errors in work, substandard output, and other events

FLOW OF DISABILITY





Absence Drivers

- **Benefits Plan Design** (Progression of Disability)
- **Healthcare <> Disability Connection**
- **Job Satisfaction**
- **Corporate Policies <> Accommodations**
- **Risk Factors** (BMI, Smoking, Depression)
- **The Older Workers**



Solutions

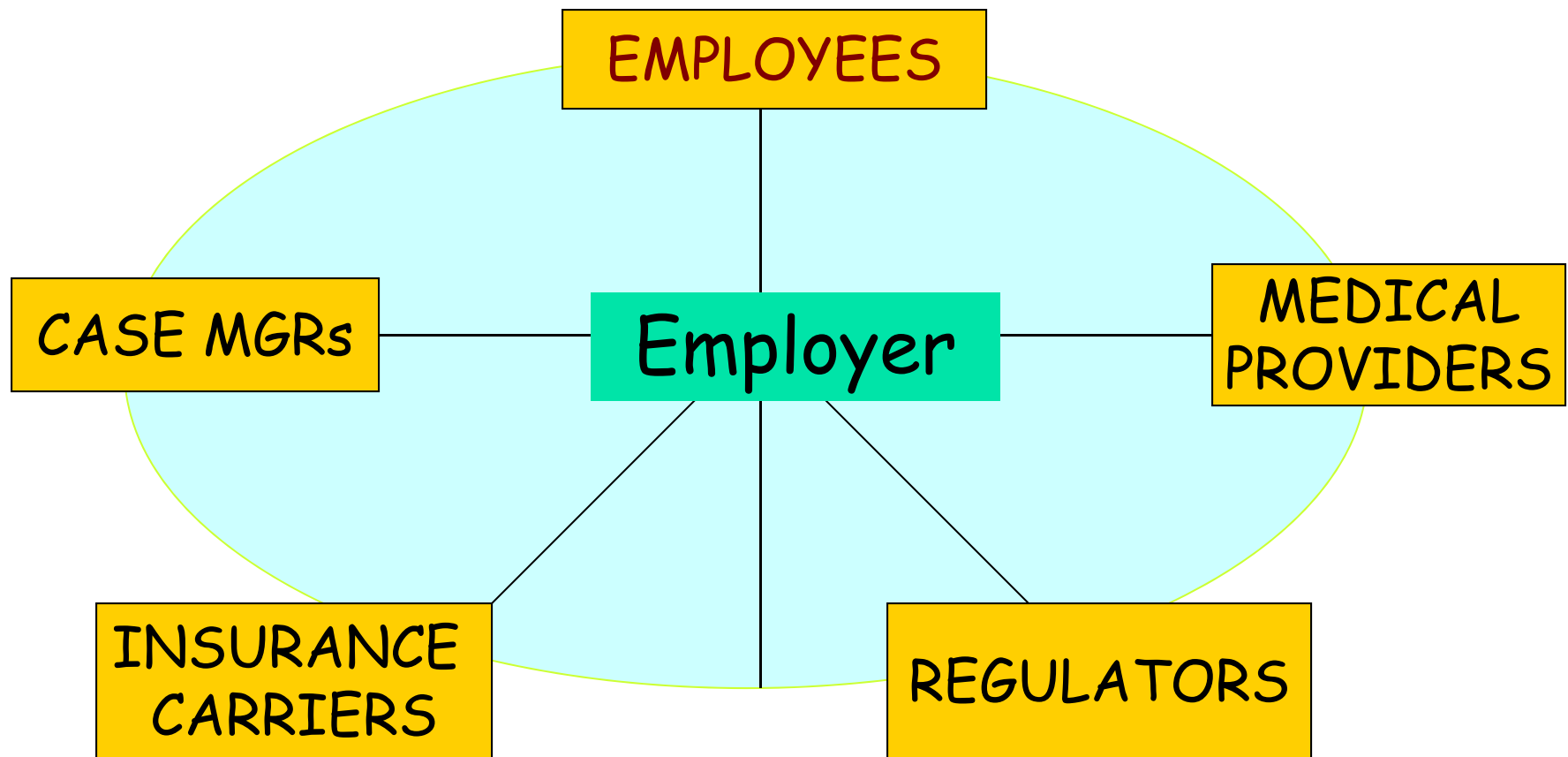
- Health Promotion
- Positive Work Practices
- Measuring ROI



Health & Productivity

- ID Absence Drivers
- Demographic Profiles
- Absence/Lost Time Patterns
- Healthcare Utilization
- Interaction and Pattern of Factors

The Vital Link!!





Employer Competencies

- DM/AM/HPM program planning and development through EBP involves a systematic approach that utilizes:
 - Objective evaluations of factors influencing program outcomes
 - Selection of appropriate interventions based on research showing effective outcomes
 - Documentation of assessment, planning, implementation & outcomes



Employer Competencies

- **Vendor Management Skills**
 - Case Manager Clinical Skills
 - Communication
 - Case Assignment
 - Contract negotiation
 - Interface and interaction with insurance carriers/TPA



Employer Competencies

- **Administrative skills**
 - Communication
 - Program development
 - Program management
 - Outcomes and quality management



Employer Competencies

- **Organizational skills**
 - Communication
 - Analysis
 - Operational Management
 - Organizational development



Employer Competencies

- **Program Evaluation Skills**

Conduct formative and summative program evaluations to improve process and measure outcomes:

- Quantitative and Qualitative Analysis
- Program Evaluation methods
- Statistical and financial applications/
reporting
- Benchmarking

DM/AM/HPM Management



HR Practices

- Compensation
- Hiring Practices
- Retention Strategies
- Absence Policies
- Absence Tracking
- Presenteeism Management
- Family Medical Leave Act
- Coordination of Benefits

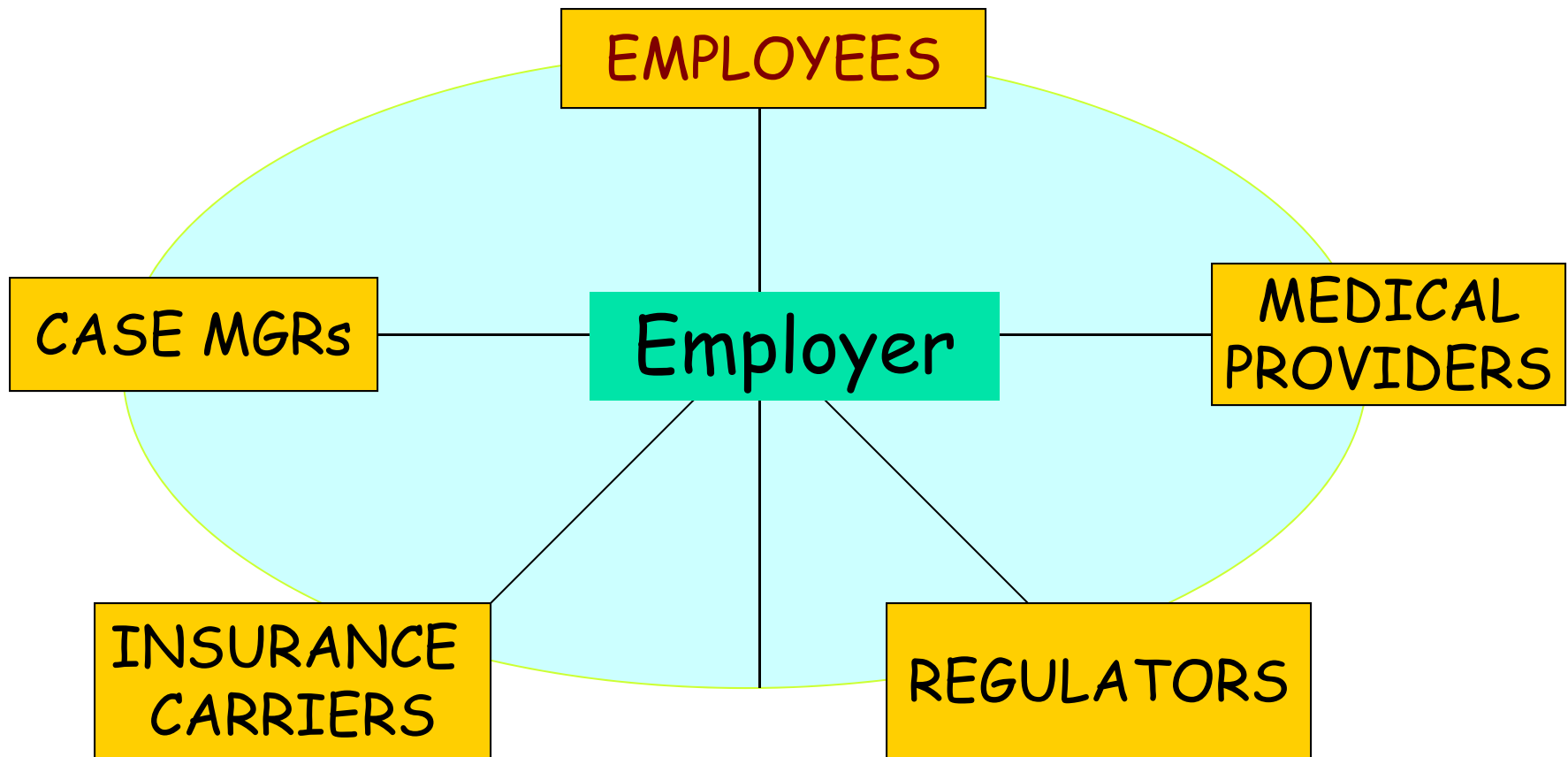
Medical Services/Healthcare Initiatives

- Healthy Workforce Initiatives
- Occupational Disability Management
- Transitional Work Within Restrictions
- Physician Support of Return to Work
- Availability of Drug Benefits

Risk Management Practices

- Employee Health and Safety Initiatives
- Workplace Safety Initiatives
- Administration of Workers Comp Benefits
- Administration of Monetary Benefits
- Ergonomic Initiatives

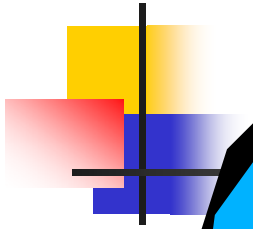
The Vital Link!!



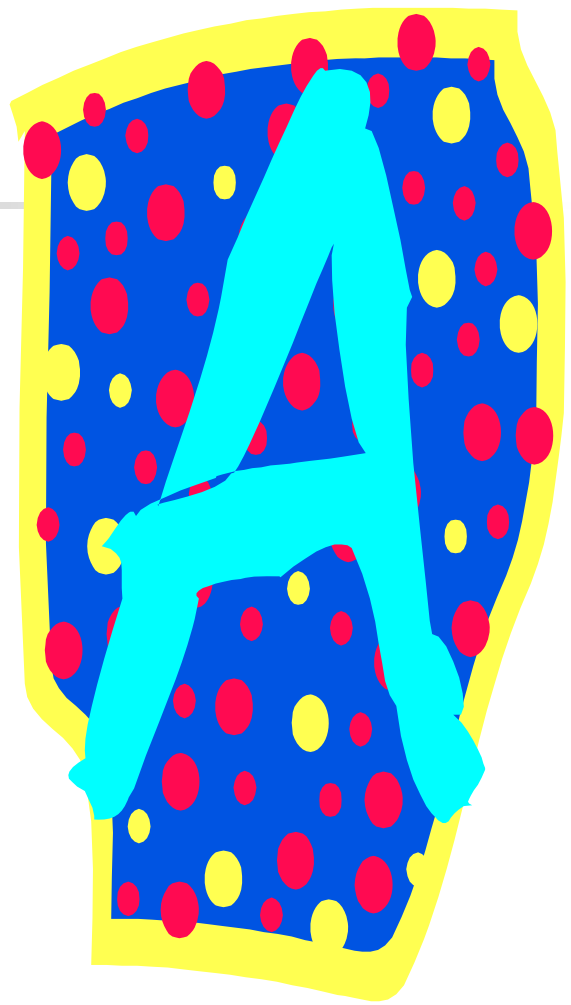


Conclusion

- Employer Maturation < > High Performing Org. (HPO)
 - ❖ Disability+Health+Wellness < > Productivity
 - ❖ DATA MGMT
 - ❖ Open System Theory
 - ❖ Organizational Effectiveness
 - ❖ Human Resource Development (HRD)
 - ❖ Organizational Development
 - ❖ Employee Development (Training and Development)
 - ❖ Career Planning
 - ❖ Psychologically Healthy Workplace - APA



+





References:

- Burton, W. N., & Conti, D. J. (2000). Disability Management: Corporate Medical Department Management of Employee Health and Productivity. *Journal of Occupational and Environmental Medicine*, 42(10), 1006-12.
- Burton, W. N., Conti, D. J., Chen, C., Schultz, A. B. & Edington, D. W. (2001). The Impact of Allergies and Allergy Treatment on Workplace Productivity. *Journal of Occupational and Environmental Medicine*, 43(1), 64-71.
- Calkins, J., Lui, J., & Wood, C. (2000). Recent developments in integrated disability management: Implications for professional and organizational development. *Journal of Vocational Rehabilitation*, 15, 32.



References - cont'd:

- Douglas, J. (2000). *Integrated disability management - An employer's guide*. International Foundation of Employee Benefit Plans, Inc.
- Habeck, R., & Kirchner, K. (1999). Case management issues within employer-based disability management. In: Chan F, Leahy M, editors. *Health Care and Disability Case Management*. Lake Zurich (IL): Vocational Consultants Press.
- Hursh, N.C. (1997). Making a difference in the workplace. In Zimmerman, W. Ed. *Strategies for success*. Port Alberni, British Columbia, Canada: National Institute of Disability Management and Research.



References - cont'd:

- Hursh, N.C. and Shrey, D.E. (1994). Protecting the employability of the working elderly. In G. Felsenthal, S. Garrison, and F. Steinbert (Eds.) *Rehabilitation of the aging and elderly patient*. Baltimore: Williams & Wilkins.
- Lui, J. Enhancing Productivity with Expanded DM Concepts Conference and Proceedings - 1st International Forum on Disability Management, Vancouver, BC, Canada, 2002.
- Parmenter, E. M. (2003). Controlling health care cost: Components of a new paradigm. *Journal of Financial Service Professionals*, 57(4), 59-68.



References - cont'd:

- Pransky, G., & Himmelstein, J. (1996a). Outcome research: Implications for occupational health. *American Journal of Industrial Medicine*, 29, 573-583.
- Pransky, G., & Himmelstein, J. (1996b). *Evaluating outcomes of workers' compensation medical care*. University of Massachusetts Medical Center, Worcester, MA: Occupational Health Program and the New England Center for Occupational Musculoskeletal Disorders (NECOMD)