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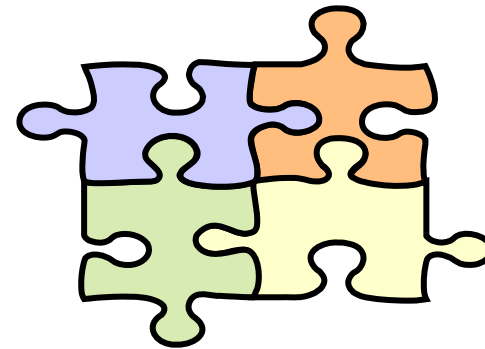
Injury Prevention and Management

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What we will cover today:

- **Introduction**
- **Benefits of Injury Prevention and Injury Management strategies to include 1) Return to Work Programs 2) Job Descriptions 3) other programs involving Pre-Work Screens, Select Provider Programs, Safety and Wellness**
- **Wrap Up and Questions**





Let's start with an important concept:

Injury Prevention & Management

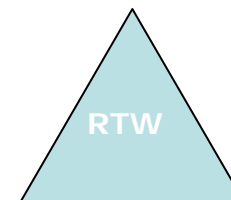
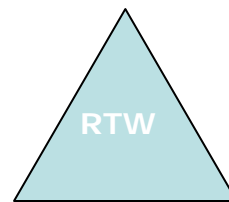
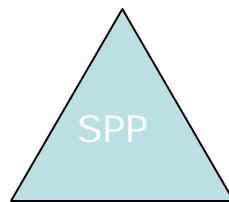
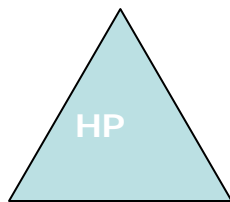


Do you have all the pieces?



Work Place Safety Equation...

- Pre-Work Screens as part of the hiring practices (HP) and injury prevention +
- Select Provider Programs (SPP) as part of injury management +
- Return to Work (RTW) Programs for injured/ill employees +
- Health & Wellness (H&W) Program Considerations =





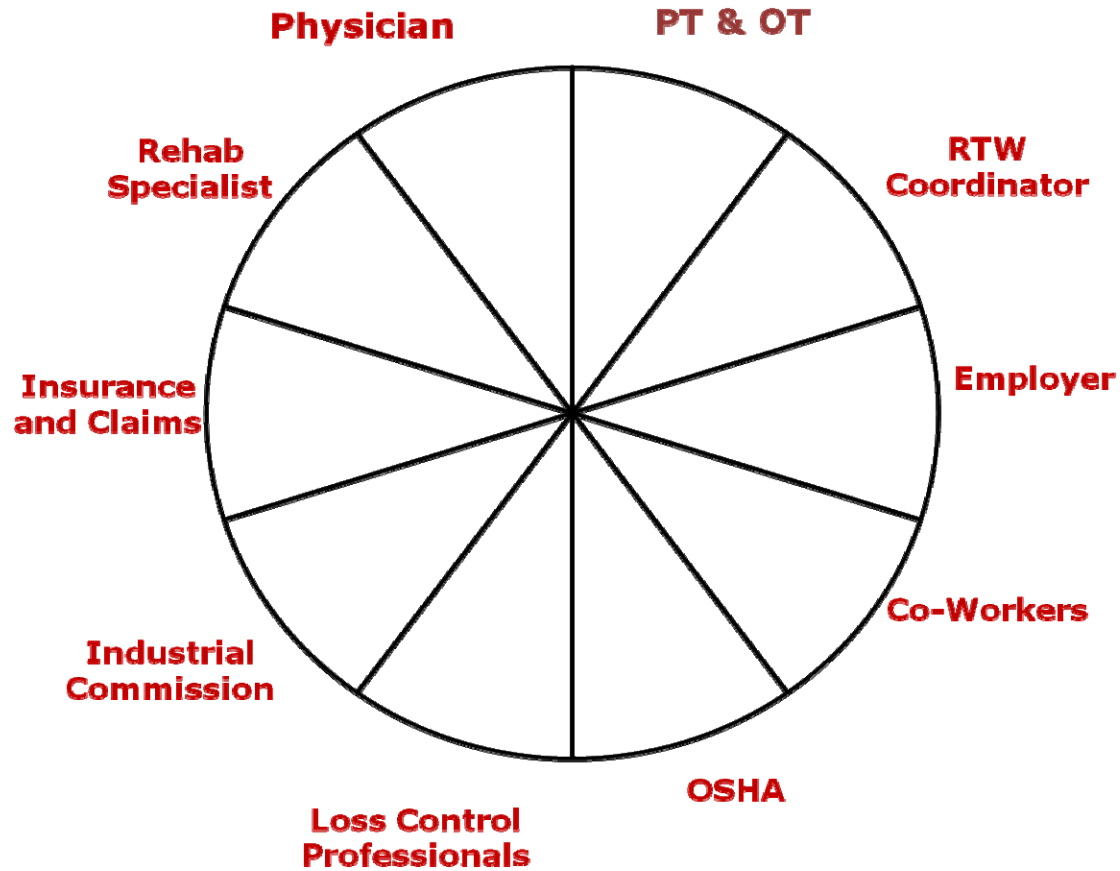
When Components are Combined:

- You get a system for Injury Prevention and Management (which is)....
- An integrated approach designed to address hiring processes as well as those which maintain worker safety, fitness & productivity
- This system needs good communication between the... "PLAYERS"





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Advocate • Collaborate • Educate • Motivate



How is Good Communication Achieved?

- Through documented safety goals and corporate philosophy
- Written policies
- Written procedures & protocols
- Written functional job descriptions
- Reliable information shared between the “Players”






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Let's start with Return to Work





RTW is Important to Discuss:

- Because there is an avoidable “**dark side**” to Injury Management 
- Take it from someone who has worked in that world...there are many opportunities to prevent WC claims litigation early on!
- In combination, Pre-Work Screens, Safety, Select Physician Programs, Return to Work programs and Wellness can be effectively integrated management tools.



What is a Return to Work Program?

- A program designed to provide work for employees from time of illness/injury to full recovery
- A program for employees unable to perform their customary job due to injury or illness
- A program with temporary jobs which are medically approved, transitional & assigned during an employee's recovery period



RTW Programs Apply to....

- Workers' Compensation situations (injuries on the job)
- Employee Health situations
- Personal Injury situations





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When to Set Up a RTW Program?

- RTW Programs should be set up **early** and before they are needed





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Key Word: EARLY

- *The employer's response at the time of injury has a profound impact on the outcome of most cases...*





RTW Program Goals:

- Return the employee to full duty **ASAP**
- Promote healing by providing work that keeps the injured employee active
- Keep employees “in touch” with their jobs
- To save \$\$\$ towards future insurance costs



Keys to Success

- **Training** of employees and supervisors is key to a successful RTW Program
- **Policies and procedures** should be written and formalized
- **Written job descriptions** for regular and transitional work duties should be analyzed & based on functional data



Reasons to have a RTW Program:

- Worker productivity is maintained/regained
- Compensation costs can decrease
- There is less dependency on other types of employee assistance...





Reasons Continued....

- There is a lower rate of lost work day cases
- RTW usually lessens financial strain
- Reduces chances of fraud





Sample RTW Goal Statement:

- The goals of _____ (company's name)'s early return to work program are to:
- Foster and enhance the recovery process for injured employees
- Reduce medical, disability and lost time costs
- Reduce indirect accident costs
- Minimize the chance of re-injury of workers



WIN-WIN for Employer & Employee

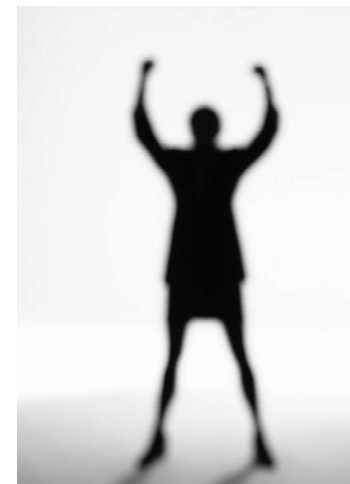
- The employer wins by minimizing costs while retaining the use of a trained employee
- The employee wins by coming back to work and avoiding negative effects of a long term absence





Practical Results

- Savings by reducing the mod factor
- Increased productivity
- Increased worker morale
- Increased total potential savings





Key Points about RTW Programs

- RTW Program task assignments are not permanent assignments
- Transitional work assignments (TWA) are assigned based matching the functional demands of the tasks and current abilities and restrictions
- TWA and accommodations may change during the worker's medical recovery



A Note From An Industry Guru:

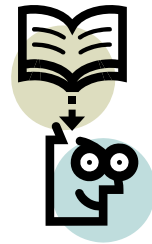
- “50% of all workers’ compensation litigation is not about disputed facts, but about employers’ failure to communicate with injured employees.”
- “Get injured workers back to work as soon as possible.”

• *By Richard Pimentel, Milt Wright & Associates, Inc*



Job Accommodations:

- “There is no magic to job accommodations, just a lot of creative thinking”
- **Job accommodations** are an adjustment or modification made to the disabled worker’s job to allow them to perform the duties of their job on either a short or long term basis during recovery. If the regular job cannot be modified to the restrictions, consider other work which can.





Types of Accommodations:

- Apply K.I.S.S principal by considering...
- Seasonal Tasks (inventory, data logs)
- Shortened hours based on restrictions
- Helper Tasks and “Rainy Day” projects
- On-the-job training for new jobs & tasks transferable to the injured worker
- **Meaningful work** leading to productivity





Importance of Accommodations....

- Research has repeatedly shown that the average cost of a job accommodation is \$200, with 20% of all job accommodations costing nothing. For every dollar for an accommodation, \$34 is saved (via insurance savings, training of new employees and increased productivity)





Importance of Accommodations:

- *The basis of all accommodations is information about the employee's existing job. Modifying or adjusting a job to match restrictions is easier when regular duties are specifically identified.....*





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Which Leads to a Unique Management
Tool:

FUNCTIONAL JOB DESCRIPTIONS

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JD's are Key to Injury Management:

- Job Descriptions are necessary, multi-purpose and primary employment documents
- Accurate Job Descriptions & Validated Functional Job Analysis contain key information for the hiring process (PWS), RTW Programs, Injury Management and Safety/Wellness Programs
- JD's make the business world go round...





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A River Runs Through “It”...

- *Rather, job descriptions run through business operations....and injury prevention & management programs*





Job Descriptions (JD's)

- Use **functional and measurable** terms to describe the essential functions of a job.
- **JD's are multi-purpose documents** containing information used for a variety of reasons by employers, but also by employees, physicians, claims adjusters and others in the WC and other disability processes.





Functional Job Analysis (FJA):

- Used to complete written job descriptions
- Objective method to gather information on the physical & essential job requirements
- Are completed by trained loss control staff, therapists, and/or employers
- Are validated through consensus of workers and supervisors who perform the job





Language is Important!

- The Department of Labor (DOL) originated critical definitions of work based on classic terms such as weights and frequencies
- These and other DOL terms are recommended for use in functional job descriptions (so everyone gets the same point)

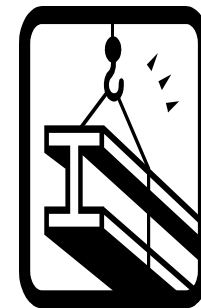




Definitions of Work

Use Department of Labor (DOL) terms for work such as *weight classifications*:

- Sedentary Work
- Light Work
- Medium Work
- Heavy Work
- Very Heavy Work





Frequencies of Tasks

Use Department of Labor terms for
frequency of tasks:

- Occasional (0-33% of the time)
- Frequent (33-66% of the time)
- Continuously (66% + of the time)





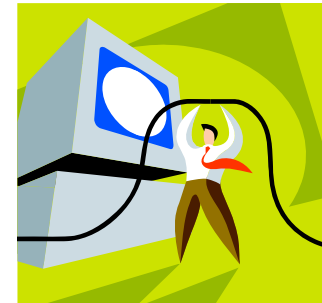
Job Description Outline

- Title of Position (company, city, state)
- Brief Description of Duties
- Reports to
- Hours
- Primary Responsibilities (include weights and frequencies)...



Job Description Outline continued...

- Working Conditions
- Equipment Used to Perform the Job
- Skills and Abilities Traditionally Required to Perform the Job
- Maximum Education Required
- Minimum Experience Required





JD's and RTW go well together...

- JD's get “the players to talk the same language” because of the functional data which documents the requirements of regular, transitional and modified work
- Shared with a treating physician, the information in a JD can facilitate early and regular return to work, with releases based on medically prescribed restrictions





Basic “Do-List” to Revise JD’s

- Review current JD’s with supervisors and compare to functional examples
- Determine what data is out-dated, missing
- Prioritize job titles for revision process
- Distribute employee questionnaires for those jobs and establish collection dates
- Tabulate results of questionnaire comments
- Complete functional job analysis on-site
- Draft revised job description & share written document with supervisors and employees
- Draft final document & get approval
- Begin process again with next priority job



Job Description Summary

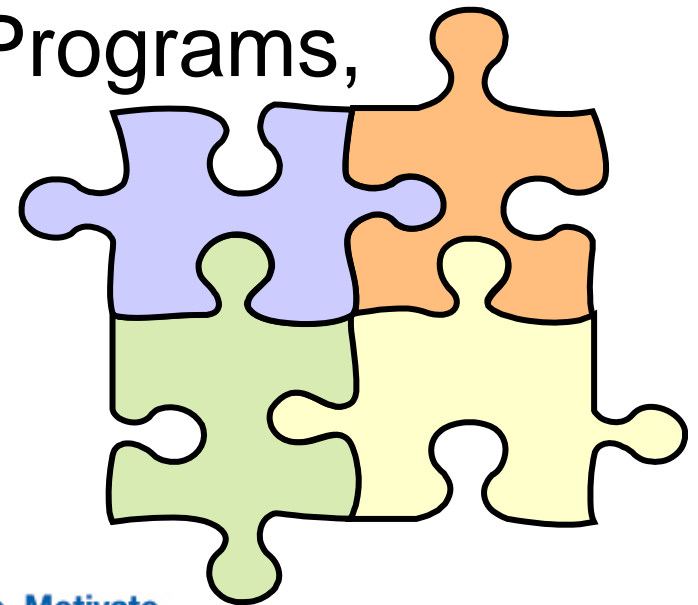
- Are the basis for RTW Programs
- Are the basis for Pre-Work Screens
- Are helpful to treating physicians who make medical RTW decisions
- Are a multi-dimensional human resource tool also used for recruitment, hiring, employee performance evaluations and promotions, safety information, health & wellness education





Other Safety Pieces

- A quick introduction to Pre-Work Screens, Select Provider Programs, Health and Wellness





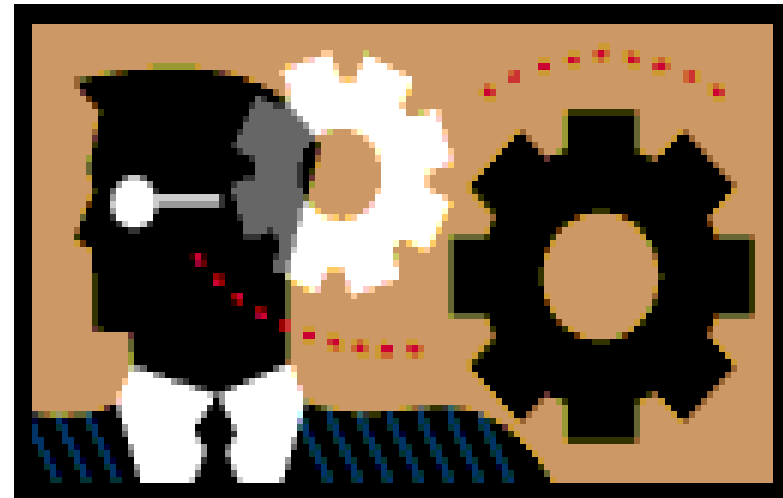
Key Points -- Hiring Practices:

- Proper hiring practices can include post offer Pre-Work Screenings (PWS) which are based on **accurate job descriptions and functional job analysis**
- Screens can also include drug and alcohol testing, psychological assessments, performance testing, various background and reference checks



What is a Pre-Work Screen (PWS)?

- A series of tasks designed to assess a worker's ability to perform physical or other demands of a job





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Studies Have Shown PWS Can Help:

- Promote fair hiring practices
- Promote safe job assignment & performance
- Reduce workers' compensation costs
- Manage injury scenarios...





If Injuries Occur....

- The PWS provides job related information helpful to identifying modified & transitional tasks an employees can do **early** in their medical recovery process.





Reliable Job Data & Legal Testing Methods

- By using Functional Job Analysis (FJA), an accurate Job Description (JD) can be written
- With accurate job information, a PWS can be developed to test the essential physical or other documented job tasks
- Validity of the PWS is proven by using functional testing methods and employee consensus



Important Features of PWS:

- Testing of new hires will be based on valid and legally defensible PWS results
- Legally, Pre Work Screens are to be completed **AFTER** a conditional job offer has been made.





Select Physician Programs

- Help you effectively manage the first 24-48 hours of an injury claim
- Help with on-going communications between the employer, the injured worker, the claims adjuster and the medical providers during the period of medical treatment
- Facilitate improved return to work outcomes



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Select Provider Programs:

Provide prompt reporting, quality medical attention, and excellent communication--the heart of successful cost and claims management for workers compensation claims.



Provide informational tools to improve the WC claims handling procedures– the employer & employee are less intimidated by complicated WC systems



Health & Wellness Programs

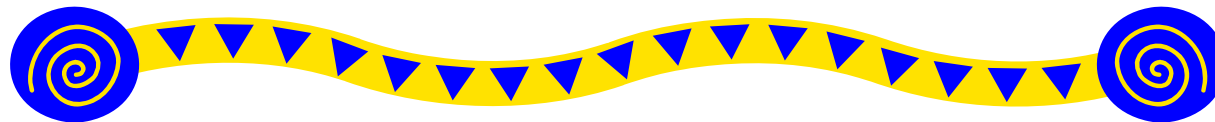
- Health & Wellness Programs provide on-going education & opportunities for employees to stay healthy on and off the job





Wellness Impacts Other Programs

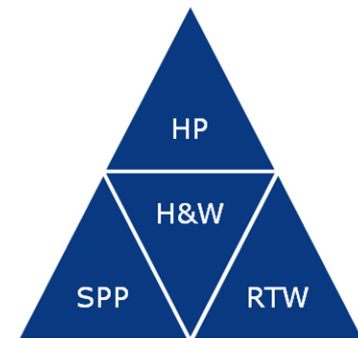
- Wellness can help prevent injuries
- Wellness can reduce the severity of injuries
- Wellness can make injury recovery faster
- Many of the same challenges & goals exist between programs





Key Points -- Safety & Wellness

- Safety education provides employees with necessary work related information and instructions which will help keep accidents and injuries from happening as well as influencing a mentality of health & wellness



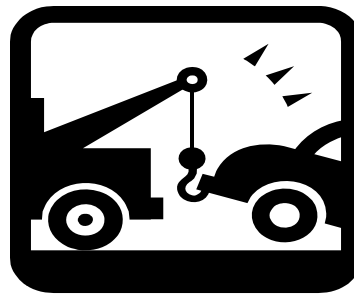


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Ideas From Experts

According to Professional Safety Magazine authors James Ramsay, Fred S. Drennan and David Richey:

- *“Working together, Safety and Wellness can better identify and mitigate both modifiable life risks and occupational risks.”*





Conclusions & Summary of Points

- Develop a **policy & goals** for your integrated injury prevention & management programs
- Develop **functional job descriptions** based on validated and measurable data
- **Share this information** with “the players”
- Know where your employees are in the WC process--**stay involved**
- Return injured/ill employees to work EARLY in **meaningful work tasks**
- Communicate with & **support supervisors**
- Maintain and integrate your **PWS, SPP, Wellness & Safety programs and policies**



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Put it all together, piece by piece

Injury Prevention & Management



Do you have all the pieces?



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Resources

- Job Analysis and the ADA: A Step by Step Guide by Blackwell, Conrad & Weed, 1992 (Elliott & Fitzpatrick, Inc. 1-800-843-4977)
- Revised Handbook for Analyzing Jobs, 1991 (Elliott & Fitzpatrick, Inc. 1-800-843-4977)
- Free Employer Consulting Service—JAN or the Job Accommodation Network www.jan.wvu.edu
- www.miltwright.com
- www.uwsa.educ/osip/wc/polpro/retwk.htm
- The National Wellness Institute: www.nationalwellness.org
- Wellness Councils of America: <http://welcoa.org>



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Thank you!
Questions? Ideas?

