



Workers' Compensation LEAN Project

Final Report

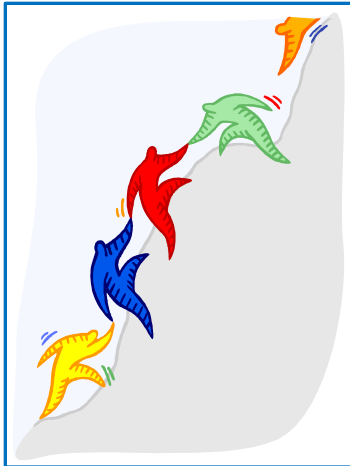
December 9, 2011

Introductions

WORKERS' COMPENSATION LEAN TEAM

Team Leader: Shari Spung, Director, Claims Services, Office of Risk Management

Facilitator: Susan Freccia, Strategy Management, F&F



Paula Minton-Folz, Harborview

Rachel Vane, Facilities Services

Jon Reynolds, COHE Program

Anne Marie Marshall, Facilities Services

Bryan Verity, Housing Food Services

Brian Culver, Primate Center

Pranika Laing, Harborview

Becky Hammontree, UWMC

Gretchen Bennett, Disability Services

Irene Hrab, HR

Wendy Winslow-Nason, Risk Management

Elena Williams, Risk Management

Felicia Carnes, Risk Management

Linda Chihara, Risk Management

Kathy Maher, Employee Health, Harborview

Colleen Mara, UWMC

Mary Blanchard, Employee Health, UWMC

Challenges with Workers' Comp at UW

- Big \$: \$17 mil/year premium to L&I
- Time-Loss payments to UW injured workers, which drive our rates, up 58% since 2005
- Claims and return-to-work processes/roles not clear
- Return-to-work culture and awareness needed improvement

Lean Team's Mission:

- Create coordinated, streamlined process - well understood and easy to follow U-wide
- Get injured workers back to work asap
- Reduce time loss paid
- Ultimately contribute to reduction/control UW's insurance premium

Compelling Facts on Reducing Occupational Disability

Those out of work long-term face:

- 2-3 times the risk of poor health, mental illness
- Increase risk of depression
- Increased mortality rate
- More risk to health than many killer diseases and dangerous jobs

Source: Journal of Insurance Medicine

Reasons to utilize light duty:

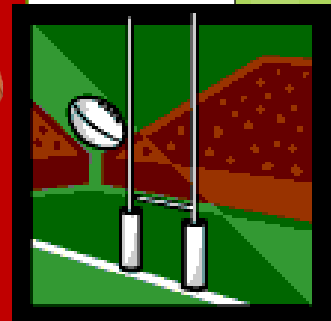
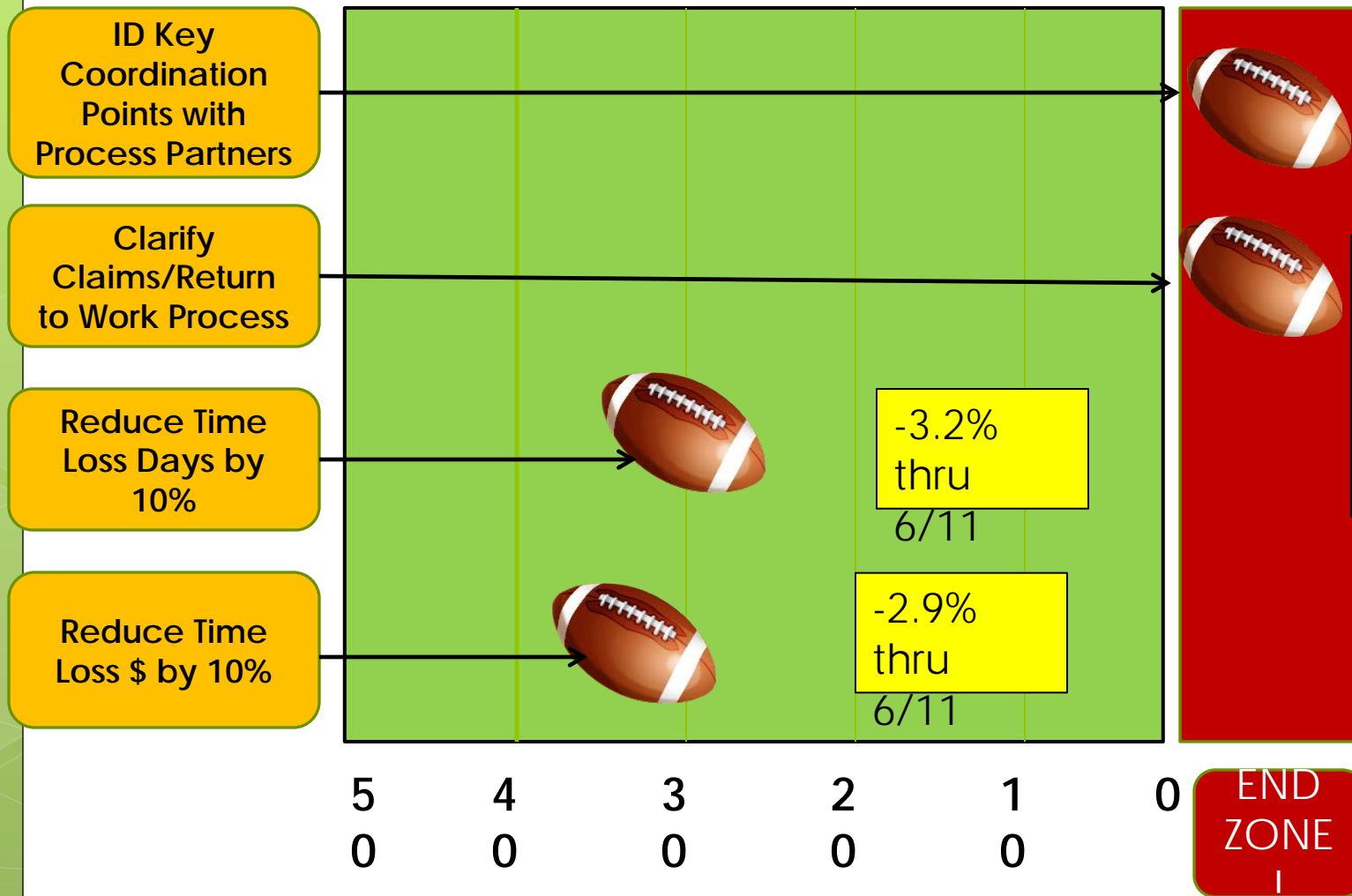
- 50% chance injured worker who is off more than 6 months will not return
- Recovery from compensable injuries takes 4 times longer than non-compensable injuries

Source: Defense Civilian Personnel Advisory Service

Highlights of Team's Work

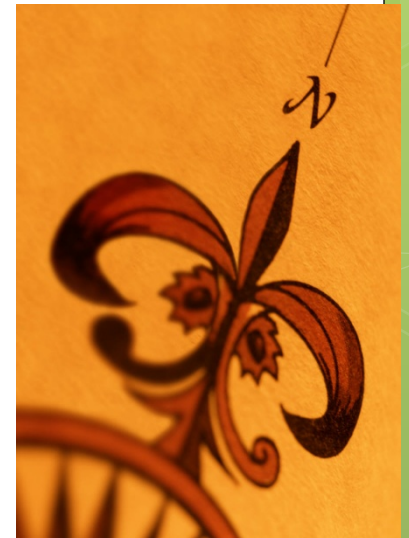
- Two day meeting (one year ago)
 - Outlined "as-is" process – a mess!
 - Developed list of "just do its" and did them
- Sub-teams formed to address problems
 - Info/Data, Communication, Light Duty, Roles
- Swim Lane mapping exercise
 - To create "desired state" process – hard work ☹
- Teams worked on the 4 phases of claims/return-to-work process
- Developed completely new process map for on-line use
 - Roles and tasks clarified
 - Reference/action documents built in
- Developing plan for communication and training

Project Goals



Process Map Overview

- Overview of Map
- Phase 1: Pre-Claim Communication
- Phase 2: Claim Set Up & Administration
- Phase 3: Light Duty
- Phase 4: Medical Separation

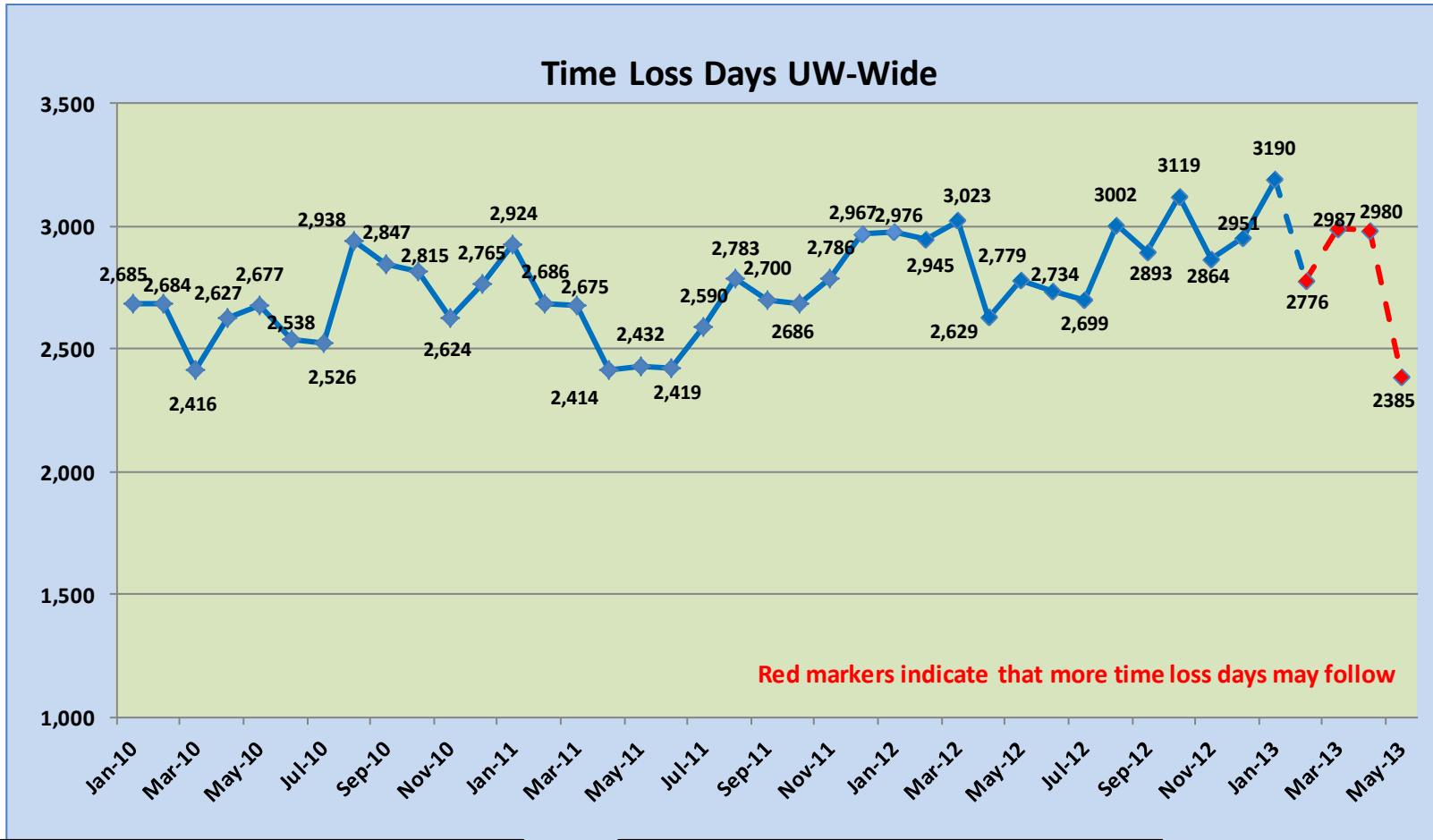


Pre-Claim Communication & Early Interventions Reduce Time Loss

Case management from the day of injury
Employee Health in HMC and UWMC

- Spearhead organizational outreach to injured employees – research which staff are involved, coordinate efforts among UW w/c players; answer employee questions; soft channel to occ health providers.
- Help employee create PSN, OARs reports, claim form
- First aid, assist to ED if necessary, appt in OEM clinic
- Investigation & Prevention; light duty job bank.
- Start Employer File (Sharepoint) – contact info
- Once claim has been allowed/time loss experienced, pass the baton to the next WC team member.

Key Metric #1: Time Loss days



2010 Monthly Average:
2,679

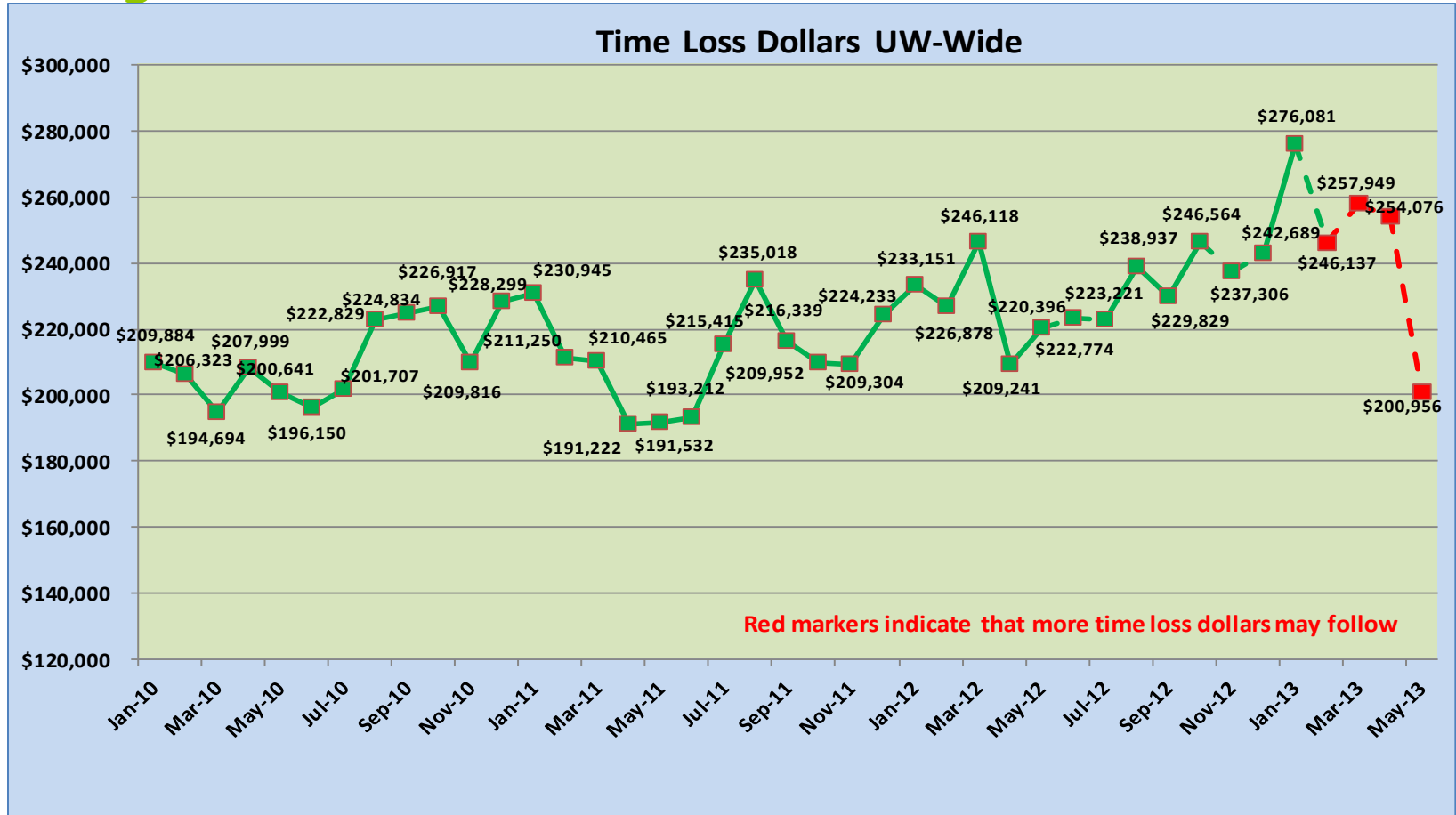


2011 Monthly Average
(through 6/11): 2,592



-3.2%

Key Metric #2: Time Loss Dollars



2010 Monthly Average: \$210,841

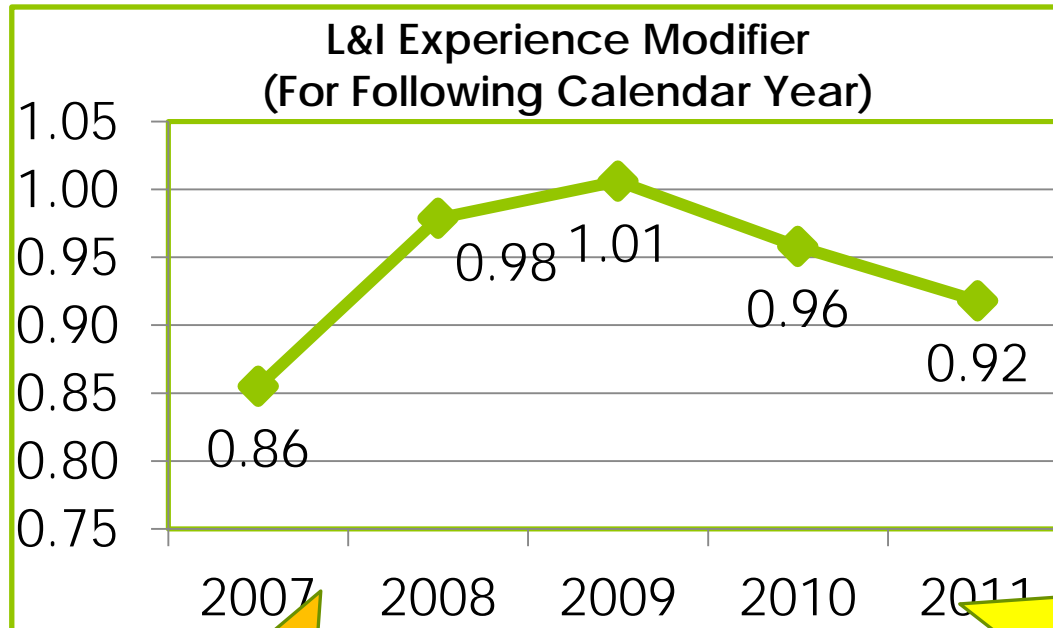


2011 Monthly Average (through 6/11): \$204,771



-2.9%

Other Signs of Progress



**Shorter
Time Loss
Duration**

**Increased
light duty
positions and
placements**

**Culture
Change:
Focus &
Awareness
on Return To
Work**

**Increased
collaboration
among
process
partners**

Next Steps

- Map on website with links
- Training and communication plan
 - Presentations for major departments, HR, others
- Ongoing monitoring of return-to-work surveys
- Evaluate Sharepoint
- Provider Outreach
- Design and implement new processes for “Stay at Work Incentives”



L&I's Stay at Work Incentives

A perfect complement to our project!

- Passed in Legislature 2011
- Effective 6/15/11
- Aimed at reducing time loss state-wide
- Provides financial incentives for employers to return injured workers to work
- Reimbursements available for costs in accommodating medical restrictions:
 - 50% of base wages up to \$10,000
 - \$2,500 for tools
 - \$1,000 for training
 - \$400 for clothing



Closing Observations and Questions