New World Symposium™ 2017
Case Management: Expertise for the Future
Integrated Disability Management

- Integrated Disability Management (IDM) is the administration of absence and disability programs and benefits using coordinated, cost-conscious strategies to achieve administrative efficiencies for the employer and a better customer experience for the employee.

- A comprehensive approach to risk management, safety initiatives, wellbeing, claim and absence management.

- Consistent administration for occupational and non-occupational illness, injuries and accidents.

- Streamline disability, workers’ compensation, and absence programs.
Workforce Trends

As workers age, health risks and cost increase – reduced fitness, poor visual acuity, longer recovery – all impacts individual and company performance

The Aging Workforce

By 2017, 1/3 of workers will be 50 or over

Boomers working past retirement

Mean age of worker has increased to 41 years old...

45–55 age group increased 49% over the past decade

Absence costs are outpacing healthcare cost

...and is expected to be 55 by 2030
Obesity Rates Are Rising

- Obese employees are 80% more likely to have absences and were absent 3.7 more days per year.
- Obese workers (BMI ≥35) experienced a 4.2% health-related loss in productivity.
- Obesity accounts for 21% of total U.S. national health care spending.
Health Risk Factors

8 Risks and Behaviors Drive

1. Poor Stress Management
2. Insufficient Sleep
3. Smoking
4. Excessive Alcohol Consumption
5. Poor Diet
6. Physical Inactivity
7. Poor Standard-of-Care Choice
8. Lack of Health Screening

15 Chronic Conditions

- Diabetes
- Coronary Artery Disease
- Hypertension
- Back Pain
- Obesity
- Cancer
- Asthma
- Arthritis
- Allergies
- Sinusitis
- Depression
- Congestive Heart Failure
- Lung Disease
- Kidney Disease
- High Cholesterol

Accounting for 80% of total costs for all chronic illnesses worldwide

Sources: World Economic Forum; 2015 Aon Health Care Survey; 2015 Consumer Health Mindset Study conducted by Aon Hewitt, the National Business Group on Health and The Futures Company
Impact of Workforce Trends on Absence

- Average incurred WC claim cost for workers age 45+ is 73% higher than workers <45.
- Employees with higher wellbeing are 36% more likely to report a full recovery after an injury.
- Workers > age 45 litigate WC cases 40% more often.
- Claimants > age 45 lose 13 more days from work on TTD Claims.
- Diabetic employees are out of work 12 days longer.
- Employees with higher wellbeing are 36% more likely to report a full recovery after an injury.
- Obese workers file 2X as many WC claims and claims cost are 7X higher.
- Increased in medical and Rx costs for at risk employees.
- STD claim duration is 3 days longer for the obese.
- 80% of Americans over age 50 suffer from 1+ chronic condition.
- Increased in medical and Rx costs for at risk employees.
Workforce Absence and Disability Benefits
# Absence and Disability Benefits

<table>
<thead>
<tr>
<th>Sick Leave</th>
<th>Disability Leave</th>
<th>Federal Leave</th>
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<tbody>
<tr>
<td>• Sick Days (0-5 days)</td>
<td>• Short Term Disability</td>
<td>• Family and Medical Leave Act (FMLA)</td>
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<tr>
<td>• Paid Time Off (PTO)</td>
<td>• Workers Compensation</td>
<td>• Americans with Disabilities Act (ADAAA)</td>
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<tr>
<td>• Regulatory Paid Sick Leave</td>
<td>• Long Term Disability</td>
<td>• Care of a Service Member</td>
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<td>• Social Security Disability Insurance (SSDI)</td>
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<tr>
<td>Other Leave Types</td>
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<tr>
<td>• Personal</td>
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<tr>
<td>• Medical</td>
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<tr>
<td>• Paid Family Care and Unpaid Parental Leave</td>
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Jurisdictions in red give employees the right to sue their employers to enforce PSL entitlement (also in states of AZ, CA, MA, OR & WA)

Federal contractor paid sick leave effective January 1, 2017

Current as of Nov. 11, 2016
Paid Disability Programs

- **Workers Compensation**
  - Governed by state statutes
  - Entitled to receive certain benefits as a result of a work related illness or injury arising
  - Cash or wage-loss benefits, medical and career rehabilitation benefits

- **Short Term Disability**
  - Income replacement for temporary medical conditions
  - 0-7 day waiting period
  - 60-75% benefit paid weekly
  - 90-180 days duration
  - Coordinated with other federal, state, workers comp and employer plans
  - 5 Statutory STD states
  - Fully insured or self insured

- **Long Term Disability**
  - Income replacement for temporary or permanent medical conditions
  - 90-180 day waiting period
  - 50-60% benefit paid monthly
  - Paid to age 65
  - Coordinated with income from other sources (workers comp, SSDI)
  - Insured benefit

**Americans with Disabilities Act Amendment Act (ADAAA)**
Family and Medical Leave Act

- Entitles eligible employees to 12 workweeks of unpaid, job-protected leave in a 12-month period.
- Must have worked 12 months and 1250 hours in the 12 months prior to the leave request.
- Reasons for leave:
  - Child bonding
  - Placement with the employee of a child for adoption or foster care and to care for the newly placed child
  - Care for the employee’s spouse, child, or parent
  - Employee’s own serious health condition that makes the employee unable to perform the essential functions of his or her job;
  - Any qualifying exigency
Employee FMLA Rights

Job projected leave
- Reinstated in the same job or equivalent position

Unpaid time off
- Employee may choose, or an employer may require, use of accrued paid leave while taking FMLA leave

Health care coverage
- Employers must continue health insurance coverage as if the employees were not on leave

Continuous or intermittent time off
- Flexibility to use time continuously or in the smallest increment of time the employer allows for other leave types

Protection against discrimination
- Employer may not interfere with an individual’s FMLA rights or retaliate against employees requesting or using FMLA leave
Americans with Disabilities Act Amendment Act (ADAAA)

- Civil rights law that prohibits discrimination against individuals with disabilities in life, including jobs, schools, transportation, all public and private places
- Created criteria for design modifications in buildings, easier-to-use transportation, less discrimination in the workplace, improved communication and increased independence through assistive technologies
- Broadened the definition of disability to assure that people with disabilities are not excluded from jobs that they can perform
- Applicable to stay at work and return to work accommodation requests, leave exhaustion and extensions
- ADAAA is enforced by the Equal Employment Opportunity Commission (EEOC)
ADAAA Request Triggers

- Potential for ADAAA rights should be considered with any medical leave or request
- Integrate the ADAAA interactive process into all leave procedures
- ADAAA may be applicable when the employee’s leave is exhausted or denied
Return to Work Program Development

- Organizational culture change
- Referral process for all medical leave of absences: FMLA, Sick Time, Short Term Disability, Workers Compensation
- ADAAA integration with occupational and non-occupational absences
- Clearly defined essential job functions
- Designated point of contact and defined process for evaluating modified duty requests
- Systems to track accommodation requests
- Rewards or incentives for participation in a RTW program
- Communications
- Manager and employee education
Integrated Disability Management

Challenges, Objectives and Strategies
Absence Challenges

As an Employer What Are Your Top Leave of Absence Challenges?

- 57% Managing unscheduled absences
- 50% Quantifying the impact of absence
- 41% Increasing employee awareness
- 30% Compliance with FML and/or ADAAA
- 11% Supporting retention/recruitment
- 11% Managing the vendors

Source: Aon Health Care Pulse Survey Fall 2015
Administrative Challenges for Employers

Internal reporting structures often operate in silos and create administrative challenges:

- Risk Management
- Insurance
- Claims
- Safety
- Human Resources
- Employee Health Clinics
- Health and Benefits
- Operations
- Finance
- Legal
Complex Regulatory Compliance

State and Federal Leave Requirements

- Statutory STD
- Paid Family Leave
- FMLA
- Pregnancy Disability Leave
- Company Leave Policies
- Military Leave
- PTO/Sick / Vacation Leave
- ADAAA
- Long-Term Disability
- Short-Term Disability
- Workers’ Comp
- CA Kin Care Leave
Disability Management Challenges

- Paid and unpaid leave benefits may overlap or run consecutively based on the reason for leave
- Complexity of rules creates administrative challenges for employers
- Overlap of benefits is often confusing and difficult to understand for employees
- One absence for an employee’s own health condition could encompass multiple leave benefits

<table>
<thead>
<tr>
<th>Day</th>
<th>Week</th>
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<tbody>
<tr>
<td></td>
<td>1    2  3  4  5</td>
</tr>
<tr>
<td>Sick Pay and/or Paid Time Off</td>
<td>Short Term Disability</td>
</tr>
<tr>
<td>Regulatory Paid Sick Leave (if applicable)</td>
<td>State Disability (CA, NY, N HI RI)</td>
</tr>
<tr>
<td>Family and Medical Leave Act</td>
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ADAAA
Employer Strategies for Disability Management Programs

- Coordinate programs across health wellness and absence: 73%
- Develop metrics and scorecards to measure the impact of medical leave of absence: 72%
- Coordinate health wellness and leave of absence programs: 70%
- Develop a formal return to work: 50%
- Integrate with workers' compensation: 49%
- Evaluate paid time off as an alternative to sick/vacation benefits: 37%
- Outsource FMLA: 27%
- Insource FMLA: 24%
- Outsource ADAAA: 21%

Source: Aon Health Care Pulse Survey Fall 2015
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## Integrated Disability Management Objectives

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<tr>
<td>Assist with navigating the complexities of absence benefits (paid and unpaid)</td>
<td>Ensure regulatory compliance with federal and state absence programs</td>
</tr>
<tr>
<td>Improve employee experience and outcomes</td>
<td>Reduce the total direct and indirect cost of absence</td>
</tr>
<tr>
<td>Facilitate a safe, timely and sustainable return to work</td>
<td>Improve absence tracking and reporting</td>
</tr>
<tr>
<td>Referral to health, wellness and disease management programs</td>
<td>Enhance workforce productivity and organizational profitability</td>
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<tr>
<td>Assist with stay at work accommodation requests</td>
<td>Utilize case management strategies to monitor the absence</td>
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</table>
Options for Implementing IDM in the Workplace

- IDM Programs Self-Administered
- Programs Partially Self-Administered with Vendor Support
- IDM Programs Outsourced to Vendor
- Absence and Disability Programs Not Integrated
Role of occupational health clinicians and clinics in IDM

- Evaluating stay at work and return to work accommodation requests under the ADAAA
- Monitoring modified duty progression
- Conducting or facilitating fitness for duty evaluations
- Referring at-risk employees to health promotion and disease management programs
- Serving as an employer liaison to health insurance vendor and/or absence administrator
- Providing employee education on health, wellness and absence programs
Role of Absence Administrator

- Leave of absence reporting
- Notification of rights and responsibilities
- Eligibility determinations
- Leave approval/denial
- Gathering and clarification of medical information
- Identifying return to work considerations and ADAAA opportunities
- Communicating leave status to HR, supervisors, occupational health and employees
- Expert clinical and vocational specialty resources
- Auditable record keeping
IDM Best Practices

- Consolidate absence and disability programs with a single administrator
- Utilize a single point of contact for employees to report absences
- Review absence workflows and documentation to confirm compliance with regulatory programs
- Engage expert claims and clinical resources
- Maintain integrated tracking and reporting
- Identify a knowledgeable disability management resource as the primary point of contact for vendors, managers and employees (HR, benefits, occupational health)
Certified Case Manager and Certified Disability Management Specialist
## Certification Synergies

### CCM Scope of Practice

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
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<tbody>
<tr>
<td>Care Delivery and Reimbursement Methods</td>
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<tr>
<td>Psychosocial Concepts and Support Systems</td>
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<tr>
<td>Quality and Outcomes Evaluation and Measurements</td>
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<tr>
<td>Rehabilitation Concepts and Strategies</td>
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<tr>
<td>Ethical, Legal and Practice Standards</td>
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<tr>
<td>Care Management</td>
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### CDMS Scope of Practice

<table>
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<th>Area</th>
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<tbody>
<tr>
<td>Disability and Work Interruption Case Management</td>
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<tr>
<td>Workplace Intervention for Disability Prevention</td>
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</tr>
<tr>
<td>Program Development, Management, and Evaluation</td>
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<tr>
<td>Employment Leaves and Benefits Administration</td>
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Certification Setting Synergies

- Hospital
- Workers Compensation
- Health plan
- Health management
- Independent

- Employers
  - Occupational health clinics
  - Human resources
  - Risk management
- Insurance Carriers
- Third Party Administrators of Absence Programs
- Vocational Rehabilitation – Independent Consultants
- Health Plans
Additional Resources

- CDMS Core Knowledge Curriculum
  - [http://www.cdms.org](http://www.cdms.org)
- Family and Medical Leave Act
  - [https://www.dol.gov/whd/fmla/](https://www.dol.gov/whd/fmla/)
- Americans with Disabilities Act
  - [https://www.eeoc.gov/laws/regulations/adaaa_fact_sheet.cfm](https://www.eeoc.gov/laws/regulations/adaaa_fact_sheet.cfm)
- Social Security Disability
  - [https://www.ssa.gov/disability/](https://www.ssa.gov/disability/)
- Workers Compensation
  - [https://www.law.cornell.edu/wex/workers_compensation](https://www.law.cornell.edu/wex/workers_compensation)
Questions?
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