Workplace Rehabilitation
If They Break or Bend
We Fix Em! At Work!

The Atlantic Alliance Conference
CAMBORNE SCHOOL OF MINES

Rory S. Graham
Director of Health, Safety & Training
The Case for Re-Habilitation.

• The escalation of days off work due to sickness and absence.

• The poor Management of sickness and absence.

• Major delays in the provision of Re-hab. Counselling & management of Musculoskeletal injuries (MSD) by the NHS.

• Rising costs of Long Term sickness.

• Increasing Litigation, Compensation and Ins. Premiums.
What are the National Statistics?

- MSD affects 1.2 Million
- Costs £10 Billion but rising by £0.5 Billion each year.
- Soaks up 12 Million GP Consultations.
- MSD = 60% of all health related absences
Stress

• Stress = No 1 Cause for long term absence. In non-manual work after ‘flu & colds’.
• EU report that 50% of all absences has it’s roots in work related stress.
• Rapidly growing area of litigation.
• 8 out of 10 GP’s admitted they were over prescribing anti-depressants.( 6 million on pills)
Injuries at Home

- 2\textsuperscript{rd} Largest Cause of Injuries after Work

- Not all injuries are caused by an employer's failure at work.

- There is such a thing as contributory negligence.

- Let's look at two examples: East Russian Quarry Diving and Mountain Biking!
Do Foster Yeoman Statistics follow the National Trend?

- 2002/03 We employed 740 people.
- 2 Quarries, 10 Depots, 1 HQ, 2 Contracting.
- Across the group the number of days sickness and absence totalled 3,800.
- Therefore on an average salary of say £18,000 S&A equates to 17 full time employees lost or loss cost of £306,000 per annum.
The Usual Management Stuff

- Absence Management
- Stress Management
- Manual Handling
- Behavioural Safety Schemes

- Private Health Cover
- Sick Pay Scheme
- Occupational Health
- Proactive Drugs and Alcohol Policy.
Cost of Absenteeism: 2002

Average Cost £25500 p/month
Average length of sick leave

Most Costly Segment

- 1-2 Days
- 3-4 Days
- 5-6 Days
- 6 Days +
Aren’t present measures enough?

- Back strains and Injuries caused at Home

- Staff using ‘sickies’ not using Private Medical Health Care.

- GP’s signing off for 2-3 weeks rest and recuperation.

- Average time delay for Consultants 10 weeks, for counselling, months.
Why a Rehabilitation Solution?

- Injury
- Muscle Wastage
- Further Pain
- Chronic Backache
- Long Term Sick Leave
- Depression
- Legal Action
- Payout
- Rest
- Inspire Others
- Depression
- Payout
- Rest
- Inspire Others
- Legal Action
- Payout
Why a Rehabilitation Solution?

• People who do not return to work in 6-7 week have a 29% chance of never coming back.

• Rehabilitation achieves very good outcomes. Averages absences of 28 days were reduced to averages of 4 days in Australia.

• It’s makes good business sense. It matters not that it occurred at home, contributory negligence, or beyond their control. They are not at work!
Why a Rehabilitation Solution?

• Major difference between Absence management is:
  
  – Commitment to suitable, restricted duties.
  
  – Medical management of condition at work
  
  – Group decision between Doctor, Employer and Patient.
Draw Up A Rehabilitation Policy

• Essential Items:
  – Commitment to Reasonable/ Selected Duties.
  – Full Pay while on Rehabilitation.
  – Commitment to meaningful work.
  – Commitment to re-training if required.
  – Commitment to Doctor/ Patient/ Employer management of injury or illness.
Step 1

- Chap X has an accident or is injured.
- If we are on the ball, he is given a Company Medical Certificate to take to Doctors.
Step 2

- Manager informs Rehab, Co-ord. who contacts GP for referral to (BUPA) or specialist of choice.

- Medical consent is required therefore the following forms are required.
Step 3

• Choose your Doctors Carefully for each task:
  

  – Orthopaedic Surgeons aren’t experts in rehabilitation

  – Sports Doctors (Dip Sports Medicine) are good & most work injuries very closely resemble sporting injuries.
Step 4

- Most GP’s are quite surprised and pleased that the company is helping and willing to assist a quick return to work.

- To formalise this we use a letter and explain the Pre-injury Work details to the Dr.

- We also have Physical Job Descriptions that accompany these forms.

Tell the Doctor what the person does physically ie. Walk, Climb, Run crawl, Lifting up to 50kgs lifting and twisting. Work in Confined Spaces.
Step 5

- The appointed Specialist examines & completes the RTW Plan.
- This is a planned medical RTW with set targets and goals to be achieved.
Step 5

- Rehab Co-ord sits down with Manager & Employee to determine reasonable adjustments based on the Specialist’s report.

- This is formalised in a letter to all.

- Additional treatment times, rehab activities such as gym, rehab equipment are also included.

- We then all monitor ongoing progress.
Step 6

• Dr’s Medical Report.
  
  – Details the medical diagnosis.
  – Details “What this individual can physically do”.
  – What would be the likely prognosis without intervention.
  – What’s required for complete re-habilitation:
    • Physiotherapy
    • Psychologists
    • Gym Work
    • Surgeons
    • MRIs/ CAT Scans
A Few Examples.
(Without Rehab)

• Chap A.
  – Sudden Marriage Break up
  – 1-3 Month Sign Off with Depression.
  – 3-4 wait for Psychologist or Psychiatrist
  – Lost Wages: £4500
  – Medical Bill: £Nil
  – Recruit Replacement: £3000
  – Train Replacement: £Nil
  – Estimated Legal Bill: £Nil
  – Total Cost: £7500
A Few Examples. (With Rehab)

• Chap A.
  – Sudden Marriage Break up
  – Death of Spouse.
  – Immediately seen by Counsellors.
  – Immediate referral to Psychologist
  – Graduated Return to Work
  – Lost Wages: £750
  – Medical Bill: £600
  – Recruit Replacement: £Nil
  – Train Replacement: £Nil
  – Estimated Legal Bill: £Nil
  – Total Cost: £1350
  – Saving: £6150
A Few Examples. *(Without Rehab)*

- Chap B.
  - Damaged Shoulder
  - Required Reconstruction
  - NHS wait time 4-6 months
  - Recovery time 3-4 months
  - Lost Wages: £12000
  - Medical Bill: Nil
  - Recruit Replacement: £3000
  - Train Replacement: £3000
  - Estimated Legal Bill: £25000
  - Total Cost: £43’000
A Few Examples. (With Rehab)

- Chap B.
  - Damaged Shoulder
  - Required Reconstruction
  - Private Operation 2
    - week wait
  - Recovery time 3
    - months (during which some work can be performed under restrictions)
  - Lost Wages: £1500
  - Medical Bill: £3500
  - Recruit Replacement: Nil
  - Train Replacement: Nil
  - Estimated Legal Bill: £5000
  - Total Cost: £11’000
  - Saving: £32’000
A Few Examples (Without Rehab)

• Chap C.
  – Alleged Back Injury
  – NHS wait time 4-6 months
  – Recovery time 3-4 months
  – Lost Wages: £12000
  – Medical Bill: Nil
  – Recruit Replacement: £3000
  – Train Replacement: £3000
  – Estimated Legal Bill: £25000
  – Total Cost: £43’000
A Few Examples. (With Rehab)

• Chap C:
  – **Alleged** Back Injury
  – Private Consult 1 week
  – Private MRI & CAT Scan 2 weeks
  – No Injury Found
  – Refer to Private Pain Psychologist & Gym & Weight Watchers
  – Lost Wages: £1500
  – Medical Bill: £900
  – Estimated Legal Bill: £Nil

  – Total Cost: £2’400
  – Saving: £39’600
A Few Examples (Without Rehab)

• Chap D.
  – Drinking Problem!
  – Lost Licence
  – NHS wait time For ReTox.4 months
  – Recovery time 2 months
  – Lost Wages: £9,000
  – Medical Bill: NHS free
  – Recruit Replacement: £3’000
  – Train Replacement: £3 000
  – Estimated Legal Bill: £??
  – Total Cost: £15000
A Few Examples. (With Rehab)

- Chap D:
  - Drinking Problem!
  - Lost Licence
  - Private Counselling
  - Lost Wages: £3000
  - Medical Bill: £650
  - Estimated Legal Bill: £Nil

  - Total Cost: £3650

  - Saving: £11,350
A Few Examples (Without Rehab)

- Chap C.
  - Knee Injury
  - NHS wait time 4-6 months
  - Recovery time 3-4 months
  - Lost Wages: £12000
  - Medical Bill: Nil
  - Recruit Replacement: £3000
  - Train Replacement: £3000
  - Estimated Legal Bill: £25000
  - Total Cost: £43’000
A Few Examples (With Rehab)

• Chap C.
  – Knee Injury (initial NHS treatment)
  – Private Consult
  – Private Operation
  – Private Physiotherapy
  – Gym Costs
  – Lost Wages: £3500
  – Medical Bill: £5700
  – Recruit Replacement: £Nil
  – Train Replacement: £Nil
  – Estimated Legal Bill: £Large but aimed at NHS Emergency Mis-treatment

  – Total Cost: £9200
  – Saving: £33’800
A Few Examples (Without Rehab)

- Chap D.
  - Death of Spouse.
  - 1-3 Month Sign Off with Depression.
  - 3-4 wait for Psychologist or Psychiatrist
  - Lost Wages: £4500
  - Medical Bill: £Nil
  - Recruit Replacement: £3000
  - Train Replacement: £Nil
  - Estimated Legal Bill: £Nil
  - Total Cost: £7500
A Few Examples (With Rehab)

- Chap D.
  - Death of Spouse.
  - Immediately seen by Counsellors.
  - Immediate referral to Psychologist
  - Graduated Return to Work
  - Lost Wages: £750
  - Medical Bill: £600
  - Recruit Replacement: £Nil
  - Train Replacement: £Nil
  - Estimated Legal Bill: £Nil
  - Total Cost: £1350
  - Saving: £6150
Good Benefits…
What are the Costs?

• 600 Employees it takes on average about 20% of Re-hab’s co-ordinators time per month.

• For 3000 employees you’d need a full-time rehabilitation co-ordinator.

• Health Insurance Excess (£100) and Claims Experience
Some Teething Problems

- Slow access to Private Health Providers
- Difficulties accessing skilled Specialists in remote areas.
- No “good” rehabilitation, sports physiotherapists in remote areas.
- Difficulties following up medical referrals (Medical fraternity too slow in writing up their reports)
- Difficulties having managers outside the loop to understand why someone is restricted, and how long restrictions will last
So What’s In It For Us

- Recovery of Lost Wages
Recovery of Lost Wages 2002

Average Cost Absenteeism
£25500 p/month

Average Cost Rehab per Patient
£331.00 x 3/ Month
Recovery of Lost Wages 2003

Average Cost Absenteeism
£25,500 per month in 2001

Average Cost Absenteeism
£19,250 per month in 2002

Average Cost Rehab per Patient
£331.00 x 3/ Month

£75,000 Improvement.
So What’s In It For Us

• Fits with Union’s Philosophy

• Cost Reductions – Reduced Insurance Premium. Skilled workers back to work earlier. Retaining Skilled Workers.

• Rapid medical intervention deters malingerers & one day ‘Sickies.’

• Reduced Agency Labour Costs – Replacements

• Healthier, Happier and Less Out of Pocket Employees
So What’s In It For Us

• Better Capability Management of Employees who we can’t help

• Comprehensive procedures and medical documentation provide sound defence against litigation and compensation claims.

• Repair of Botched NHS Procedures, & avoiding un-necessary ones.

• Onsite Fortnightly Access to Physiotherapy has had significant take up for non-work related niggles.

• Improved Education about Manual Handling Issues.
What’s in it for all of us

• A WIN - WIN for all!

• Thank you.