

# *Disability Management*

## *BootCamp*

### Evolution of Textron's World-Class Training Program

Presented by Barry Thompson

President, Risk Acuity, LLC

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# Textron

“Conglomerate”

Aviation: Cessna, Bell Helicopter

Turf-Care: Jacobsen, EZ-Go

Automotive, Fasteners, Defense Systems, Tools, Electronic Testing, Lease & Financing, etc.

40,000 US Employees

# Situation

1995: Textron's WC Dynamics:

- \$25 million projected losses
- Numerous divisional WC programs
- Multiple locations, multiple insurers, varied financing, TPA's, etc.
- Corporate Attitude: "Hands-Off"

# Textron Strategy, 1995

## Leadership Team:

- Corporate Risk Management
- Broker
- Corporate EH&S
- Corporate Finance

# “Buck-A-Share”

- Developed a plan to coordinate, measure and monitor WC programs and operations from corporate vantage-point
- Developed basic “best practices” for local WC management
- *Calculated potential savings as impacting share price by \$1.00*

# “Buck-A-Share” Plan

- Corporate Management presentation
- Result: Approval / Support / Budget for Improvement Plan
- *Be Careful What You Wish!!*

# Challenge

Great program, great best-practice elements, but a huge implementation challenge.

200+ local personnel charged with WC management who required training.

- Varied experience
- Local management support unknown
- Varied local programs and vendors

# Training?

## Challenge:

- What to teach
- Possible to Outsource? (Dow)
- Need to “win over” local management
- Sensitivity around corporate “hands-off” approach to local management
- *Everything rides on doing this correctly*

# BootCamp Concept

## Unanimous Decisions

- Can Not Outsource
- Participants need "Total-Immersion"
- Curriculum built by divisional task-force
- Program required by corporate
- Participant funding by corporate
- Ongoing program (not one-shot)

# Design Process

- Assembled 13 “Champions” from division leadership
- 6-month schedule to completion using “project manager” software
- Regular 2-week meetings

# Design Process

## Principal Goals Agreed

- Show locations what needs to be done, but not dictate how to do it.
- Refine an over-arching "Standards of Performance" that are valid for all local or divisional programs.
- Get top corporate statement of endorsement for this new approach

# Design Process

Principal Aspects Agreed:

Focus on first 48-hours:

- Immediate reporting / EE awareness
- Investigate with team & TPA
- Medical management
- RTW

# Design Process

## Other Aspects:

- 50% lecture, 50% workshop
- Homework, breakout sessions
- CEU eligibility
- Action-oriented take away items
- "Show & Tell"
- One night for group fun outing

# BootCamp Program

Ten modules – Each module includes

- Outcomes/Purpose Statement
- Subject Outline
- Exercises intermingled
- Slides
- Handouts – “live” materials
- “Standards of Performance” References
- Homework = Gap Analysis

# BootCamp Program

- Group of 25-35 participants divided into 3-4 Teams
- Instructors each coach one team
- Instructors include Textron "Champions"
- Instructors include physician to review participant case files and attorney to discuss legal aspects

# BootCamp Program

- Show & Tell – each group attending puts on 15 minute presentation
  - Describe your division/location
  - Describe your WC program
  - Explain your challenges and successes in WC program

# Modules

1. WC & Disability Management Concepts
2. Incident Reporting
3. Return To Work
4. Working with Claim Service Providers
5. Legal Perspective
6. Medical Perspective
7. File Review / Medical Case Review
8. Systems
9. Implementation and Communication

# Gap Analysis - Example

## Module 2: Incident Reporting

Best Practice	Your Status	Recommended improvements	Project Leader	Target Date
1-Supervisor investigation forms or on-line report fields exist				
2-Staff is mandated to report accidents immediately				

# Final Day: Goal Letter -

All "Gap Analysis" items requiring action grouped by priority:

- Immediately – 30 Days
- Within 3-months
- Within 6-months
- Within 12-months

# Goal Letter Sample

## In 30 Days

Gap Item	Key Tasks	Resources Rq.	Staff Req.
Module 3 Parts 4, 6, 9	-Complete RTW manual -Enhance supervisor training	Legal Review Corp RM review Print / production	J Smith (HR) J Doe (EH&S) T Rex (VP Ops) V Rod (Comm)
Module 6 Part 1	- Service meeting w/ nurse case manager	Conf. Room	J Smith (HR) J Doe (EH&S)

# IACET Accreditation

International Association for Continuing Education and Training

Review and Approval Process

- Pre-certification information
- In-person review for approval
- Basic educational principals: learning material, learning outcomes, measurement of outcomes

# Top Management Endorsement

President's Letter to divisions, Theme:

- Tyranny of the "or" -

Gives license to BootCamp participants

- Ask for assistance
- Request budget
- Assign responsibilities

# Roll Out

- 1996 – 8 sessions
- 1997 - 3 sessions
- Ongoing – 2 sessions per year
- Approx 500 trained

# Participant “Power”

- Armed with a tailored implementation project at the course conclusion
- Local team participants and requirements are identified
- Classmates provide resource network
- Course materials as future reference
- Opinion-polled at end of each module and long-survey at conclusion

# Decade of Milestones

- Modified To Cover Disability Management
- Open to Outside Entities
- Initiated “Advanced” course modules via Webex
- WC Costs directly charged to local P&L
  - Sparked accelerated-closure programs
- All programs now placed with one TPA
- Next advancement into wellness
- Cost Projections cut over 50%

# Questions?

*-Thank You-*

Barry Thompson  
Risk Acuity, LLC