

# Disability Management by Ability Management

## Employability - An entrepreneurial challenge -

Enterprise for Health  
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## Background (Business Case)

Introduction of the new Ford Fiesta in Cologne (2002)

- Restructuring of assembly lines
- Reduced number of pre-assembly places and 'easy jobs'
- Closure of old 'handicapped' workshop
- Implementation of external supplier park
- Additional shift – workers required
- Approximately 500 restricted or disabled people to be re-integrated into production

# Business Environment

## *Demographical Changes*

- Ageing workforce
- Labor shortage
- Increase of mental diseases
- Increase of chronic diseases

## *Globalisation and Competition*

- New markets
- Outsourcing (lean production)
- Cost saving requirements
- Efficiency increase

# Aims

- Maintain employability
- Early warning system
- More efficient organizational structures  
(bundling of resources and improved communication)
- Standardized instruments to assess employee abilities  
and workplace requirements (profile comparison)
- Internal and external networking

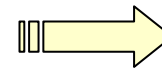
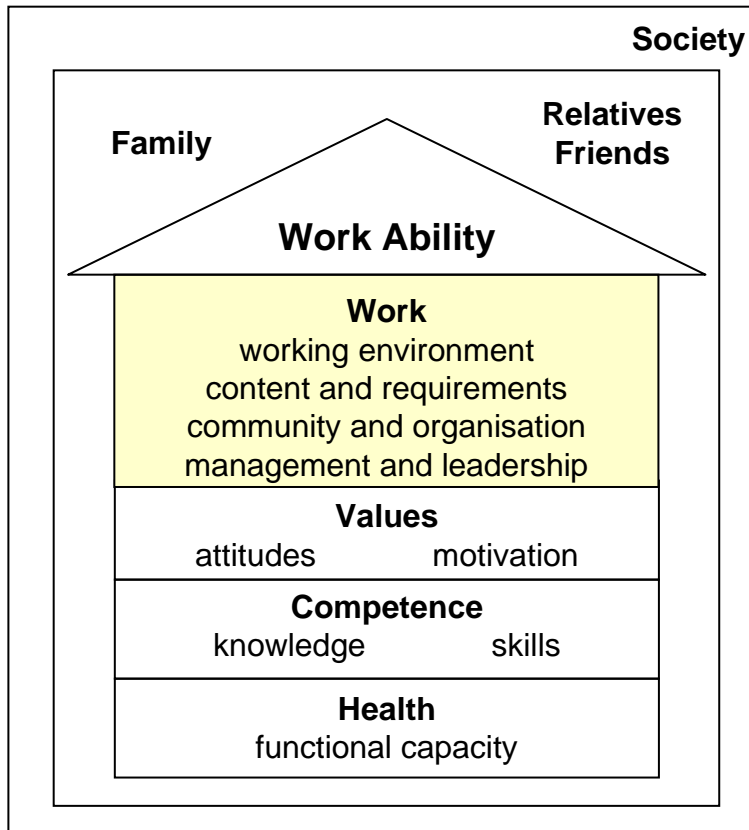


# “Titanic Phenomenon”

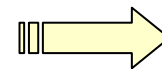


# Work Ability

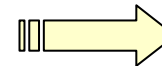
„House of Work Ability“



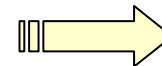
Human Resource  
Management and  
Processes



Company Culture



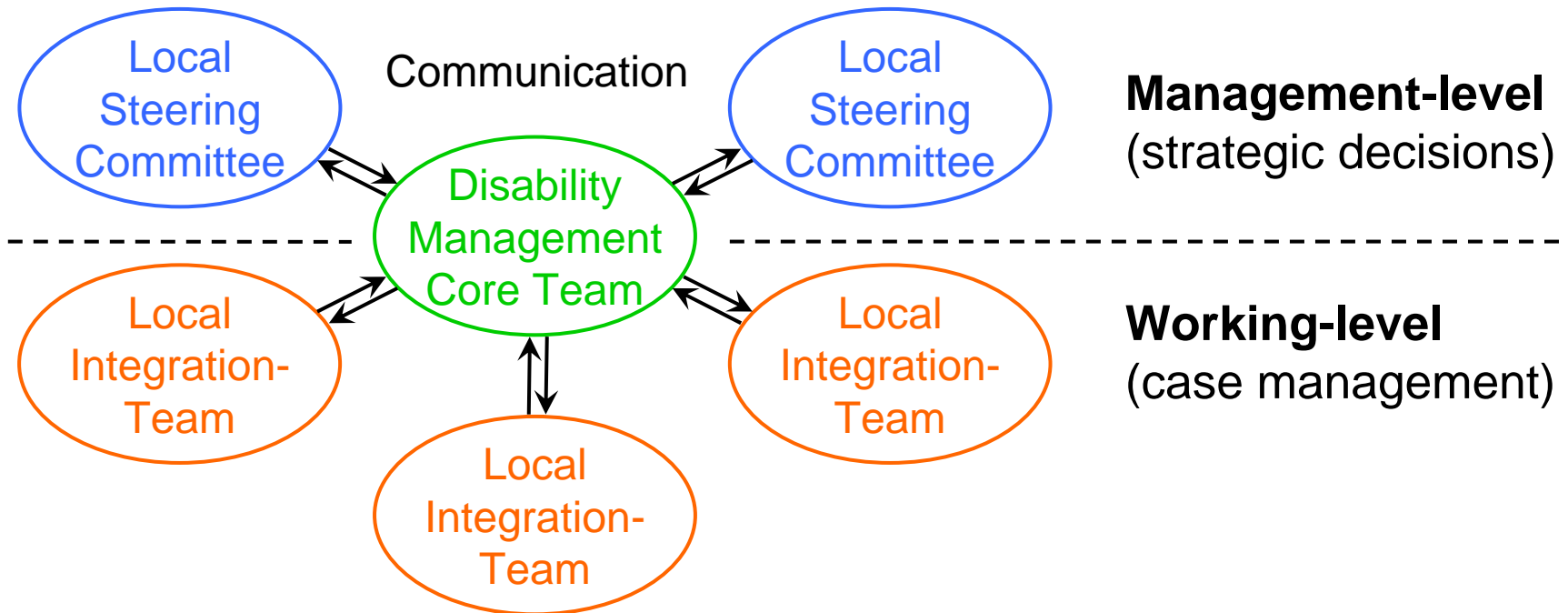
Personnel Development



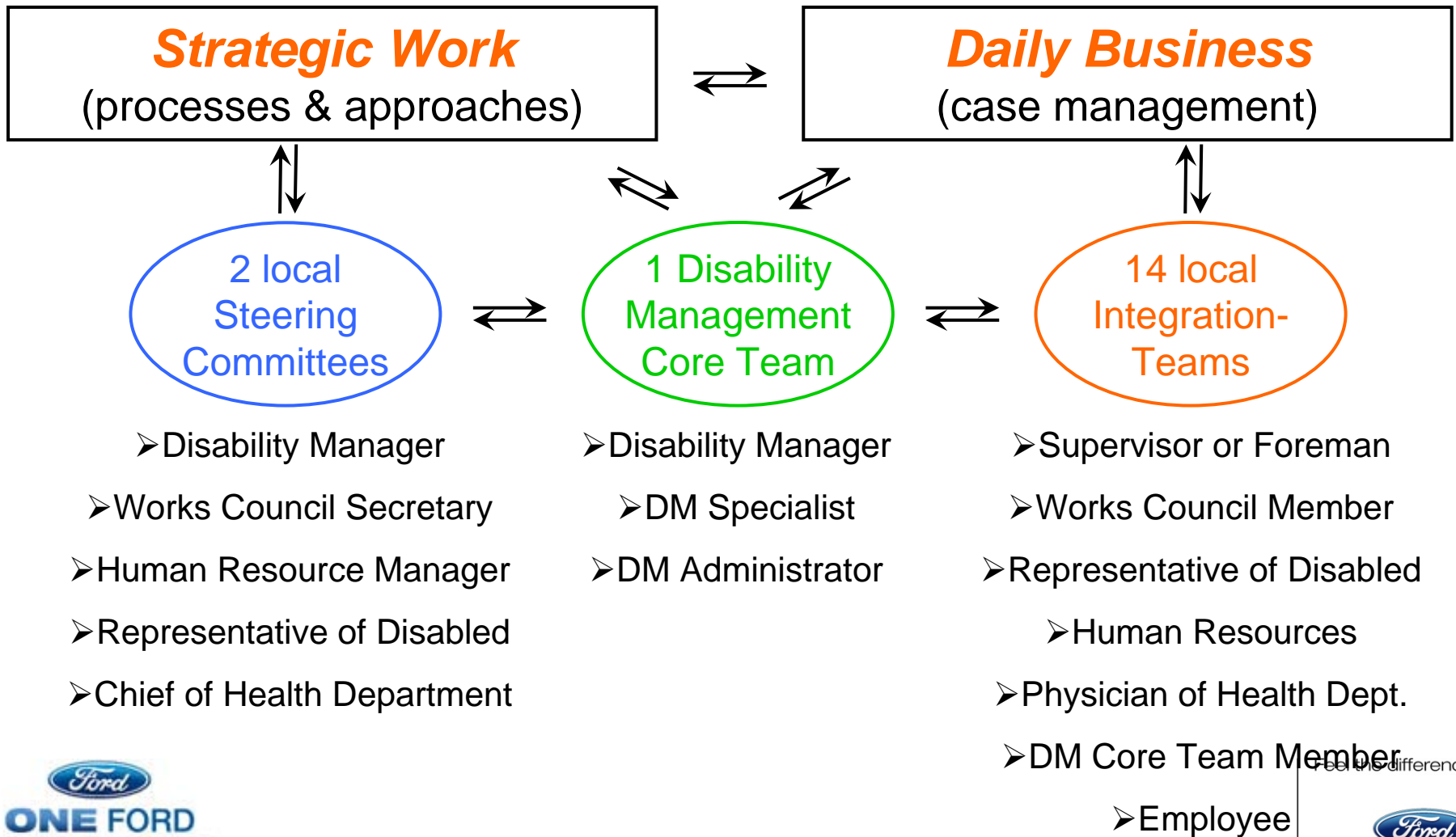
Medicine and  
Occupational Health

Source: Prof. Dr. Juhani Ilmarinen  
Finnish Institute of Occupational Health, Helsinki

# Processes und Approaches: Organizational Structure



# Organisational Structure





# Processes and Approaches – Organisational Structure

## *Assignments*

Local-  
Integration-  
Team

- Return to work case management and documentation
  - Employees contacted after 30 working days absenteeism in 12 month (accumulated or one period) to assure early integration and to avoid future absenteeism (according to German law SGB IX, §84)
  - ***Furthermore teams take care of employees without absence from work but any medical problems to avoid future absenteeism***
- Evaluate reason to offer suitable help (important: patient/physician confidentiality and data protection)

# German law SGB IX, § 84

## *Occupational Integration Management*

After 6 weeks of absenteeism within 12 months (accumulated or one period) employers are requested by German law to offer early occupational integration to

- overcome inability to work
- avoid future absenteeism
- maintain employability

# Processes and Approaches – Organisational Structure

## *Assignments*

Local-  
Integration-  
Team

- Examination by company physician before employee returns to work after medical leave or if required (ability profile)
- Workplace evaluation (requirement profile)
- Initiation of incremental reintegration funded by company health insurance (progress continuously reviewed and documented)
- Verifying or initiating medical measures
- Occupational rehabilitation (communication via profile)
- etc.

# Networking and Communication

## General Hospital



## Rehabilitation Clinic



## External Physician (GP, Specialists, etc)



## Health Insurance



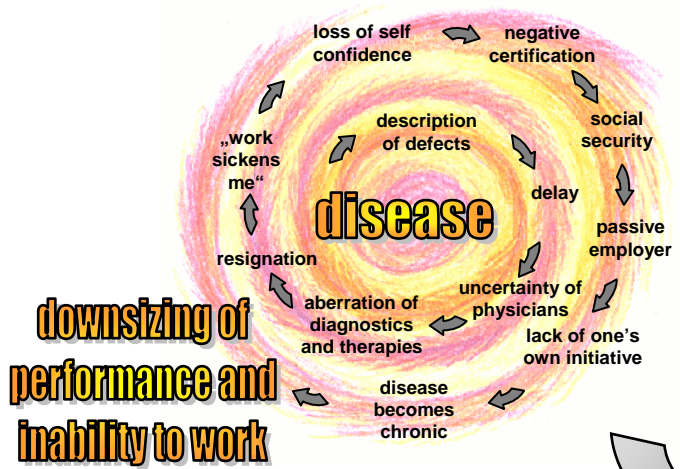
## Pension Fund



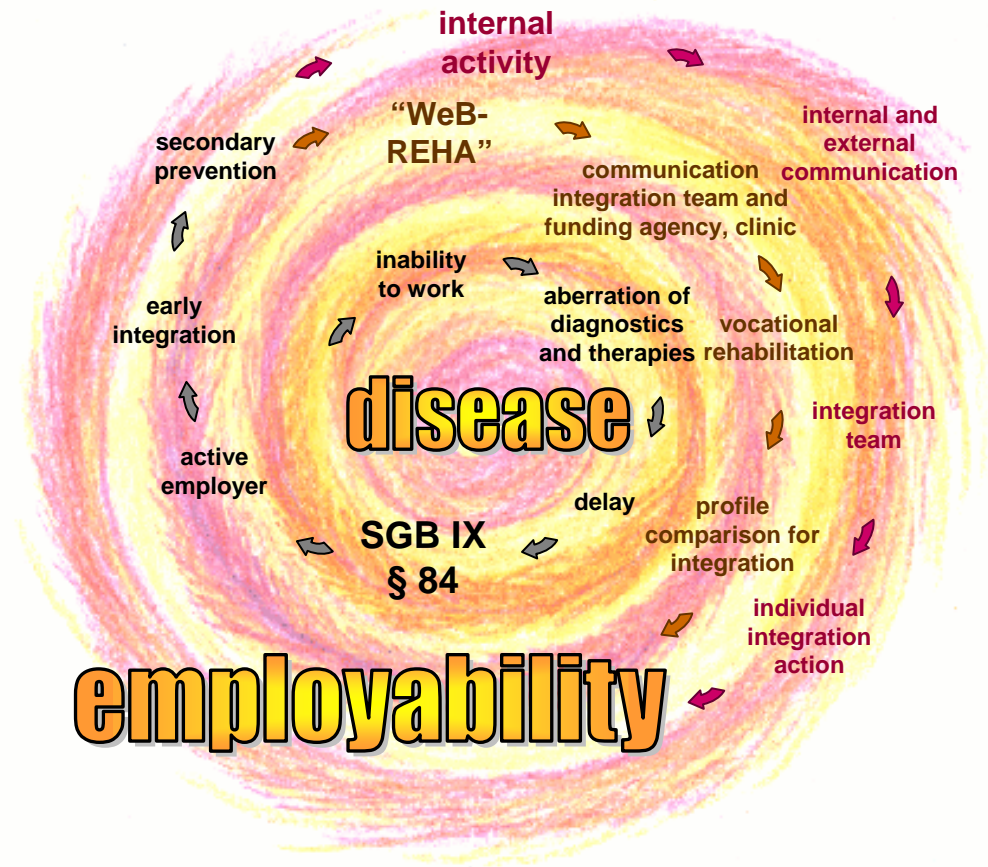
## Workers Compensation Board



# Processes and Approaches – Paradigm Shift



paradigm shift by disability management (German law, SGB IX, § 84)



# Quality Management

## *Process Manual*

- Has been agreed by all parties concerned and has been signed by director human resources, works council chairs, representatives bodies for disabled people and disability manager
- Manual is the base of our integration work and defines internal responsibilities, shows interfaces to external institutions, describes processes, including customer satisfaction survey and evaluation, etc.

## *Consensus Based Disability Management Assessment / Audit*

- On June 8, 2006 Ford of Germany became the first company in Europe to successfully achieve the International Disability Management Standards Council's IDMSC Certified award ([www.nidmar.ca](http://www.nidmar.ca), [www.idmsc.org](http://www.idmsc.org), [www.iqpr.de](http://www.iqpr.de), [www.disability-manager.de](http://www.disability-manager.de))



# Conclusion

- Project => Process => Company culture
- Ford takes over social responsibility => Benefit for employees
- Positive financial impact on business results
- WIN-WIN-Situation for employees, company and social society
- Willingness of social funding agencies to cooperate
- CBDMA => Successful certification

Many thanks for your attention