Disability Management by Ability Management

Employability
- An entrepreneurial challenge -

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Background (Business Case)


- 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”

- medical findings
- expectations
- resignation
- fear
- emotions
- inactivity
- lack of motivation
- responsibility for one’s own health
- mental check out
- frustration
- working conditions
- education
- team
- social situation
- financial background
- drugs
- society
- culture
- mindset
- environment
Work Ability

„House of Work Ability“

Family

Work
- working environment
- content and requirements
- community and organisation
- management and leadership

Values
- attitudes
- motivation

Competence
- knowledge
- skills

Health
- functional capacity

Society

Relatives

Friends

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

Management-level (strategic decisions)

Local Steering Committee

Disability Management Core Team

Communication

Local Steering Committee

Working-level (case management)

Local Integration Team

Local Integration Team

Local Integration Team
Organisational Structure

**Strategic Work**
(processes & approaches)

- 2 local Steering Committees
  - Disability Manager
  - Works Council Secretary
  - Human Resource Manager
  - Representative of Disabled
  - Chief of Health Department

- 1 Disability Management Core Team
  - Disability Manager
  - DM Specialist
  - DM Administrator

**Daily Business**
(case management)

- 14 local Integration-Teams
  - Supervisor or Foreman
  - Works Council Member
  - Representative of Disabled
  - Human Resources
  - Physician of Health Dept.
  - DM Core Team Member
  - Employee
Processes and Approaches – Organisational Structure

Assignments

- Return to work case management and documentation
  - Employees contacted after 30 working days absenteeism in 12 months (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**

- 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.

Local-Integration-Team
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

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