



**SAFETY AND  
RETURN-TO-WORK  
PROGRAMS**  
*BEST DEMONSTRATED  
PRACTICES  
FOR  
RISK MANAGEMENT*



*“It is truly an honor to return to  
the Long Island Chapter - ASSE  
after more than thirty years  
to present before my constituency of  
safety professionals at this 2015  
Professional Development Conference.”*

*James M. Chin*

## James M. Chin

*“quintessential safety & risk management professional”*

- ➔ 1983-1984 founding President for Long Island Chapter, NY ASSE
- ➔ 1988-89 President - LI Loss Prevention Managers Association
- ➔ CIMS/CIMS-GB ISSA CIMS Expert (I.C.E) certification with Honors
- ➔ Certified Safety & Security Professional (CSSP) #405
- ➔ Certified Hazard Control Manager (CHCM) – master level #2038
- ➔ Expert Witness for Industrial & Public Safety and Fire Protection

*Over the past forty years -*

Developed the safety culture and implemented best demonstrated safety & risk management practices for

⇒ *Building Maintenance Service Industry*

(Temco Facility Services; Control Building Services; ISS Intl. Service Systems; Initial Contract Services; and Arcade Building Maintenance)

⇒ *Educational Institutions*

(NY DOE; NJ BOE; Utica College; Seton Hall University; and CSU SJSU)

⇒ *Private Sector Companies*

(Wave Optics-Flextronics; SpinCircuit-Cadence; and OneBPO)

⇒ *Insurance Industry*

(Home, Wausau, Allstate, CIGNA, AIG and Hamond & Regine)

# Proven Track Record with Consistent Results

## ➔ *Building Maintenance Service Industry*

- Saved in excess of \$2,000,000 in insurance premiums
- 10% - 30% annual reduction for incident frequency rates

## ➔ *Educational Institutions*

- Reduced Workers' Compensation Insurance ExMod Factor from 1.34 down to .82 for \$650,000 premium reduction
- Earned \$266,000 dividends for WC loss reductions

## ➔ *Private Sector Companies*

- 60% workers compensation rate reduction for retro and recurring insurance premiums cost savings

## *Flash forward 2015*

### ➔ **Temco Facility Services, Inc.**

- **Developed & implemented safety culture corporate-wide**
- **Reduced frequency of incidents by 30% consistently**
- **Reduced severity of incidents by 25%**  
**(adjusted with loss development factor of 2.0)**
- **RTW Program with Modified Duty Assignments**  
**reducing LWD by 25%**
- **Reaffirms Temco Facility Services, Inc. as the**  
**premiere building services company of choice.**

# HOW?



*How can all of this be  
accomplished consistently?*

## *Development & implementation of*

- ➔ **Safety Culture**
- ➔ **Corporate-wide Safety & Health Programs**
- ➔ **Return-To-Work (RTW) Modified Duty Program**
- ➔ **WC and GL and Vehicle Chargeback Programs**
- ➔ **Management Commitment & Teamwork**



## *Development & implementation of*

### ⇒ **Safety Culture**

# Change the Corporate Culture



*"There is **only one way** under high heaven to **get anybody to do anything.***

*Did you ever stop to think about that?*

*Yes, just one way. And that is by*

***making the other person want to do it.***

*Remember, there is no other way."*

*Dale Carnegie - 'How to Win Friends and Influence People'*

*Executive Management Buy-in:  
Improve Profit/Loss  
Bottom Line*

## Executive Management Buy-in: Improve P/L

- ➔ Business strategy to retain valued employees
- ➔ Designed to sustain a safety culture with an unwavering commitment to safety
- ➔ Reduce insurance premiums & other costs
- ➔ Return an injured, disabled, or temporarily impaired worker to the workplace as soon as medically feasible
- ➔ Charge-back allocations for WC, GL & Vehicle claims

## *Employee Buy-In: What's in it for Me?*

# WiifMe

# Employee Buy-In: What's In It For Me?

- ➔ Return-To-Work Program with Modified Duty Assignments
- ➔ Help injured or disabled employees maintain productivity while still recuperating
- ➔ Protect their earning power by enabling employees to remain employed
- ➔ Provides employees with financial stability
- ➔ Minimize injured or disabled employees' loss of skills and workforce value
- ➔ Keep employees active and engaged
- ➔ Reduce the long term debilitating effects of disability such as emotional isolation and depression.

# Prevailing Management Philosophy



- ➔ *Treat Employees with Dignity and Respect*
- ➔ *Focus on Behavior*
- ➔ *Involve Employees*
- ➔ *Listen to Communicate*

## *Development & implementation of*

# ⇒ Corporate-wide Safety & Health Programs



## *Safety from Day One*

- Safety begins with new employee orientation (NEO) on-boarding
- Safety orientation includes specific instruction on topics such as GHS/HazCom, BloodBorne Pathogens, Back Safety/Lifting, Personal Protection Equipment, et cetera
- NEO also includes watching Company safety video
- Signing acknowledgement forms for NEO training received and
  - Job Description
  - Work Rules & Regulations
  - Employee Handbook
  - Safety Handbook
  - Special Hazard Safety Training
- ➔ 38 Initial OSHA Safety Training Topics for Engineers

## *Omnipresence of Safety*

- ➔ Daily Safety Task Analysis for industrial division employees
- ➔ Weekly “tail-gate” Safety Talks on Assigned Topics
- ➔ Monthly Safety Training Sessions for Employees
- ➔ Monthly Safety Meetings (Live/Telecom/Fuze) with Managers
- ➔ Annual OSHA compliance Safety Training for all employees
- ➔ 38 Initial & 28 Recurring Safety Training Courses for Engineers
- ➔ Daily Site Safety Surveys and Semi-annual Site Safety Audits

# Corporate-wide Safety & Health Programs



- ➔ Employee Wellness Program
- ➔ Employee Assistance Program
- ➔ Employee Fitness Program
- ➔ Formal Safety & Health Training Programs
- ➔ Health Insurance Plans
- ➔ Short-Term Disability Benefits
- ➔ Personal-Time-Off

# Re-define the terminology – safety semantics

➔ *set the tone for the reporting*

## Incident not an *Accident*

**Incident is an occurrence or event**

❖ *which CAN probably be prevented*

**Accident is a mishap**

❖ *which implies chance or fate  
and connotes being unavoidable*

## *Development & implementation of*

### ⇒ **Return-To-Work (RTW) Modified Duty Program**

## ➔ **Procura Management, Inc. for managed care**

- Nurses as “first responders” via phone 24/7
- *Call 911 only for a real Medical Emergency*
- Nurse triages the employee and coordinates medical care
- Procura will make appointments for injured employees, which will expedite their treatment by doctors and payment of their medical bills
- Field Case Manager Nurses will conduct utilization review for all medical treatment

## ➔ **Initial Incident Report** *completed within 24 hours*

- Generic one page report form - same for all Divisions
  - WORKERS' COMPENSATION (employee)
  - GENERAL LIABILITY (non-employee)
- Confirm if medical treatment protocols were followed
- ***Identify primary cause***
  - People ~ Equipment ~ Material ~ Environment*
  - Unsafe Act or Unsafe Condition?***
- Determine necessary action(s) to prevent recurrence
- Safety Rule Violation?
- Written warning or other disciplinary action taken?

- ➔ *Supervisor calls the injured employee by the next day and then weekly as a follow-up to stay in contact*
  
- ➔ **Incident Investigation Report** *conducted within 72 hrs.*
  - One page report instead of six to capture essential info  
*Who ~ What ~ Where ~ When ~ How ~ Why*
  - *includes* Witness Statement and Photos/Videos
  - *What corrective action was taken?*



- ➔ **Safety Director &/or Safety Specialist**  
conducts meticulous investigations  
for major incidents
- ➔ **Safety Director** is primary liaison  
with State and Federal Agencies

## ➔ Claims Administrator

- calls the injured by next day after the incident
- calls the Supervisor to follow up on reporting protocols  
[safety@TemcoServices.com](mailto:safety@TemcoServices.com)
- reviews Initial Incident Report with Safety Director
- reviews Incident Investigation Report with Safety Director
- confirms extent of injury(ies) and required medical care
- monitors medical treatment and recovery of injured
- maintains contact with Procura FCM Nurse

## ➔ Claims Administrator

- Discusses work restrictions with Procura FCM Nurse
- Reviews list of modified duties within scope of work as per employee's job description with Procura FCM Nurse
- Sends Certified letter with Modified Duty Offer to EE
- WC wage loss benefits are stopped if EE refuses job offer
- Independent Medical Exam is scheduled if primary physician for the injured challenges Modified Duty Assignment within scope of work restrictions
- Request WC Hearing to reduce payments

## ➔ **Claims Administrator**

- Manages RTW for full duty capability with no restrictions
- Controverts/denies alleged incidents that are suspect
  - Incidents reported more than 10 days late
  - Witness Statement &/or Video contradicts claim
  - Sub-rosa surveillance for fraud investigations
- Manages incident file from open to close

## *Development & implementation of Chargeback Programs for*

- ➔ **Workers' Compensation Losses**
- ➔ **General Liability Losses**
- ➔ **Vehicle Damage/Incident Losses**

# WC and GL and Vehicle Chargeback Programs



- ➔ Chargebacks are clearly communicated at all levels
- ➔ Accountability from Employee level to Supervisor/Manager to Area Directors and Territory Managers to Division VP
- ➔ Quarterly assessments for financial charge backs
- ➔ Quarterly Review by CEO, CFO, and VP HR with each Division Vice President

# WC and GL Chargeback Program



## ⇒ WORKERS COMPENSATION & GENERAL LIABILITY

**Minimum \$8,000 chargeback for each incident**

*Additional Chargeback Penalties assessed:*

**\$5,000** if Initial Incident Report not done in 24 hours

**\$7,000** if Executive Involvement not performed

**\$10,000** if Investigation Report not done in 72 hours

**Maximum \$30,000 chargeback**  
**possible for each incident**

# Vehicle Incident Chargeback Program



## ➔ VEHICLE INCIDENTS

- Tribunal review committee comprised of  
VP HR - Safety Director - Fleet Administrator
- **Tribunal reviews all vehicle incidents  
to determine at-fault/preventable incidents  
based upon NSC Safe Driver Guidelines**

**Minimum \$8,000 chargeback** for each incident.

*Plus, additional chargeback penalties assessed:*

**\$1,000 for each item missing from vehicle**

1. Insurance ID Card
2. Vehicle Registration Card
3. Vehicle Incident Reporting Kit



# *Chargeback Example*

*If a Division only incurs 1 claim for each type of incident:*

⇒ **WORKER'S COMPENSATION**      \$30k

⇒ **GENERAL LIABILITY**      \$25k

⇒ **VEHICLE INCIDENT**      \$10k

=====

***\$65k Chargebacks***

## Profit/Loss

### Bottom Line Reality Check

At a **profit margin of 2.5%**,  
this equates to  
**\$2,600,000 in revenue**  
to cover the  
***\$65k chargebacks!***

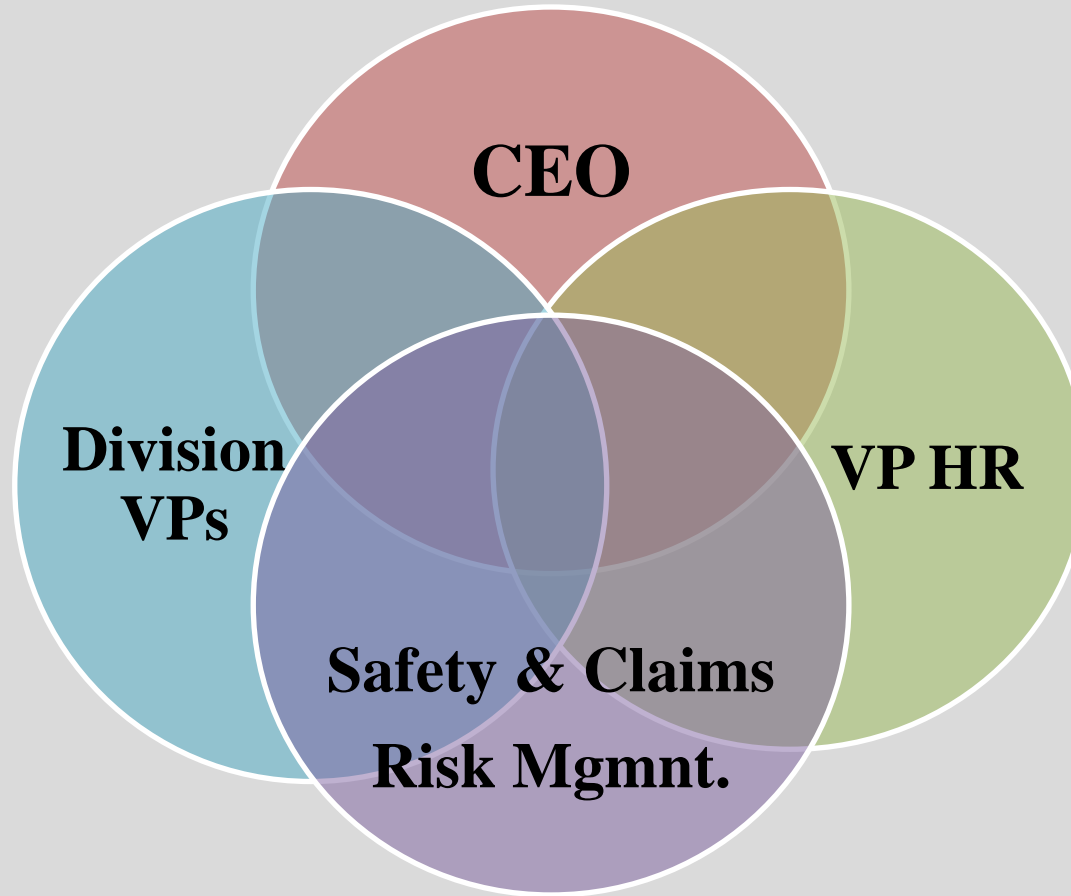
## *Unwavering Commitment to Safety*

➔ **Management Support *and*  
Teamwork**

# Unwavering Commitment to Safety



## ➔ Management Support *and* Teamwork



## SUMMARY

### *Develop & Integrate and Evolve*

- ➔ **Safety Culture**
- ➔ **Corporate-wide Safety & Health Programs**
- ➔ **Return-To-Work (RTW) Modified Duty Program**
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*Thank-you*

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reaffirms Temco as the premiere  
building services company of choice.

# Disclaimer



## Disclaimer

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