

Costco's Return to Work Programs

Carolyn Horton
Work Comp Program Manager



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Costco's Culture

- Provide a family atmosphere and strong core values
- Offer good jobs, wages and benefits to drive loyalty and success
 - ↑ *employee trust*
 - ↓ *turnover*
- Offer resources to help employees and families
- Reinforce a cost and value-conscious culture
- Add new programs seamlessly into benefits offerings
- Favor pilots as a way to “try on” new approaches



Costco Today

746 Warehouses Worldwide

518 - U.S.

98 - CN

37 - Mexico

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2 - Spain

1 - France

1 - Iceland

Costco's Code of Ethics

- Obey the law
- Take care of our members
- Take care of our employees
- Respect our suppliers



Costco's Benefits Philosophy

Goal: Take Care of Our Employees

*The right benefit, at the right time, under the
right program*



Manager Collaboration

- Starting a claim off on the right foot
 - *Encourage*
 - *Awareness and importance of early reporting*
 - *Managers and supervisors to support and interact with the injured employee*
 - *Managers to support transitional duty and or temporary reassignment*







Transitional Duty or Temporary Reassignment

- Transitional Duty Program up to 12 weeks
 - Modified duty tasks are available
 - Return to own job at conclusion OR
- Temporary Reassignment
 - Placement in alternate job
 - Duration: Up to One Year



Interim Community Employment Program (ICEP)

- For employees with a high level of restrictions
- Employee is placed in a local non-profit charity that can accommodate their restrictions
- Salary and benefits continue
- Is the same as temporary assignment with 12 week limit
- Goal: Increase work tolerance and transition back to Costco as soon as restrictions allow
- Program is used in conjunction with GRTW Program



ICEP Success Stories

60 year old male Class A Driver w/a lumbar contusion, left shoulder contusion and bilateral eye foreign body. Restrictions were no reaching above shoulder, no lifting >10 pounds & no repetitive bending/stooping.

ICEP Referral received 08/21 and a site was located 08/22 w/an anticipated start date of 08/25. On 08/23, the injured employee obtained a full duty release and returned to work.

29 year old Production Assistant w/a bilateral wrist injury and restrictions of no repetitive right & left hand motions >30 cumulative minutes per hour and no lift/carry/push/pull over 5 pounds. No forceful grasping/twisting and change work station every 4 hours.

ICEP referral received on 08/11 and a site was secured the same day. The injured employee started at the site on 08/15, but only worked one day before being released to full duty and returning to work for Costco.

43 year old Stocker w/a left knee injury and restrictions of no squatting, kneeling or climbing. Avoid twisting activities which may cause knee to lock or give way.

ICEP referral received on 08/31 and a site was secured the same day with an anticipated start date of 09/06. The injured employee did not show up to the site, but instead presented a full duty medical release to the warehouse and returned to work 09/07.

Graduated RTW Program (GRTW)

- Provides stepwise plan to reintroduce employee to work over a defined time period
- Incorporates client-approved transitional duty tasks
- Incorporate employee-specific factors and job-specific factors into the RTW plan
- Add experience to the graduated plan based on job knowledge
- Reinforces Medical Guideline adherence
- Assists with attaining MD agreement



Example of Successful Graduated RTW

Injured Employee: 47 year old stocker, who was baling cardboard and injured her low back. Diagnosis: lumbar strain. Taken off of work. Prescribed Oxycodone. Non-compliant with medication treatment. Disability duration exceeded guidelines. Subjective complaints outweighed objective findings. MRI negative. No progression for return to work. Employee complained that she was not able to stand for more than 30 minutes or walk more than 30 minutes without having to lay down.

Telephonic Nurse Engagement: Primary Treating Physician (PTP) was unwilling to provide physical capabilities for modified duty consideration. Telephonic nurse was assigned. Nurse was able to educate PTP on the Graduate Return to Work Program (GRTW) and explain the positive impact of RTW.

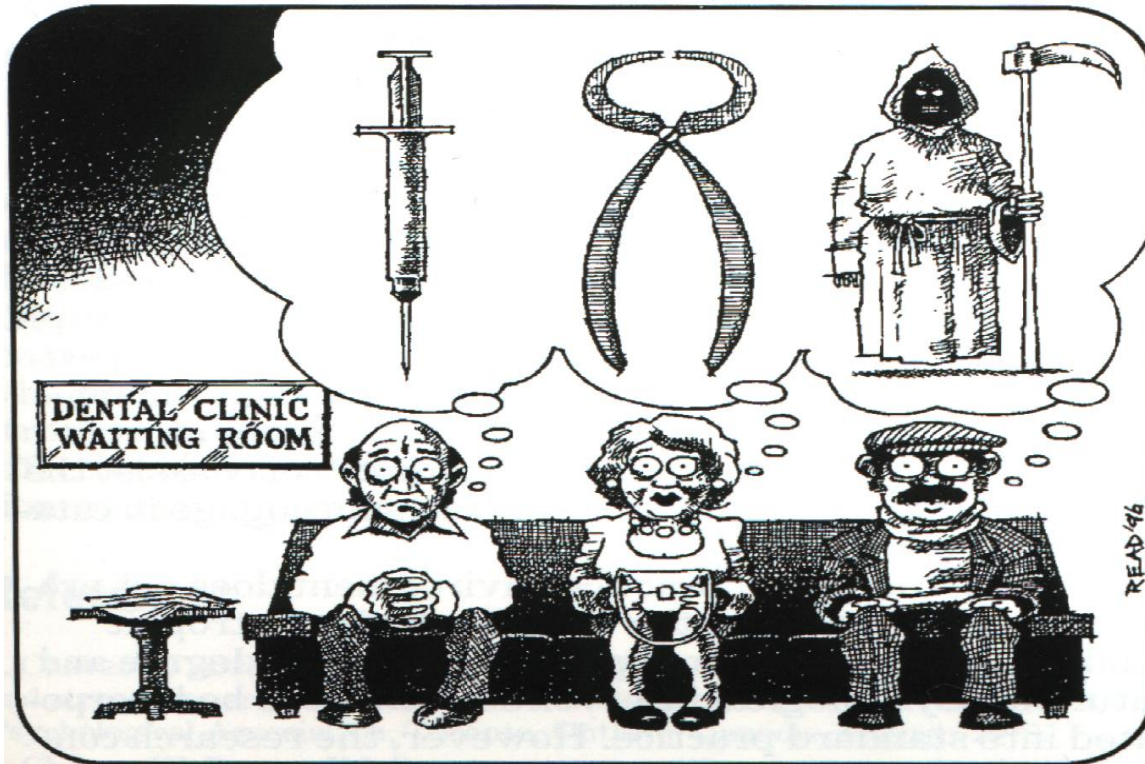
Results: The PTP approved the plan. Within one (1) month the employee was back at work, full duty.

Return to Work/Stay at Work

- Return to Work Job Coaching
 - Communication with case manager and physician
 - Communication with location manager
 - Maintain communication with the employee
 - Individual support of employee
 - Identify safe tasks
 - Progress restrictions
 - Support of Graduated RTW Plan
- Stay at Work Outcomes
 - Occupational 94%

Psychosocial Barriers to RTW

- Psychosocial Issues can stifle a claim
 - Costco has implemented programs to directly address these factors
 - Injured employees can have very different reactions to pain and disability; therefore they may need targeted resources



Early Intervention Program

Goal of the program:

By introducing a screening process to identify claims at risk of delayed recovery early in the disability period and intervening via a Resource Coach to address issues, we can potentially:

- Reduce overall length of disability
- Decrease the total impact & duration of medical treatment
- Reinforce commitment to injured worker recovery and improve their outcome

Job Coaching Sessions:

- Identify & explore injured worker's concerns
- Develop action plan for injured worker & resource coach
- Stress importance of injured worker communication with supervisor/manager & staying engaged with workplace
- Coach injured worker in relevant strategies to address identified risk factors
- Provide recommended home follow-up activity



The Accommodation Process

Julie Frazier
Integrated Leave Ops Manager

Accommodation Process

What is the accommodation process?

- When an ee has permanent restrictions we start the accommodation process. The accommodation process is what Costco uses to determine if they can provide a reasonable accommodation that will allow the employee to return to or remain at work.

How did we determine what the process should look like?

The Regs!

ADA



**Workers
Comp**

Americans With Disabilities Act (ADA)

- Federal Law
- Prohibits **discrimination** based on disability
- Prohibits harassment based on disability
- Includes history of a disability and presumed disability
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- Requires employer to provide reasonable accommodation to an employee or job applicant with a disability
- Broad definition
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Recognize a trigger

- Employee or other reliable source says employee is having difficulty doing job because of health condition
- A **vendor** or employee provides a note with restrictions
- Employee requests an accommodation

Next step Job Assessment Meeting...

Job Assessment Review Meeting



What

- Discuss possible non-temporary accommodations

Involves

- Location Manager (**only**)
- RWI- Meeting Facilitator
- ILAS
- Employee
- Payroll clerks should not participate

Prior to the Meeting

Clarified restrictions?



Paint us a picture

Paint us a picture

Prior to the Meeting

Clarified restrictions?

- What are the restrictions, not the tasks the ee can perform.
- Timeframes on lifting, stand/walk/sit, bending/stooping.
- Standing or walking or how long on feet?
- Schedule requests, why?
- Lifting, only on weight.

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- Can seldom walk?
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 - Can lift up to 25 lbs on an occasional basis, 15 on a frequent...
- Must be allowed to have breaks of sitting throughout the day?
 - Must be able to sit as needed, I anticipate a total of 3 hours max per day. Can get up as needed to help customers.

Prior to the Meeting

Clarified restrictions? (CONT)

- Can work 5 days a week no weekends?
 - Understood but can keep ee out of job. Why?
- Limited interaction with people?
 - Other ee's or customers? How much can they have?
- Can not push cart may perform other functions of FE assistant?
 - Can't push more than 15 lbs of force.

The Job Assessment Meeting (JAM)

The following may be addressed at a job assessment review meeting:

1. Can the employee perform the essential functions of their job with or without accommodation?
2. If not, can the employee perform the essential functions of another posted position at their location with or without accommodation (not a promotion/needs to be qualified)?
3. If not, does the employee want to review reassignment to another location?
4. Does the employee have leave available?
5. Send postings
6. Goal, return the employee to work.

Questions



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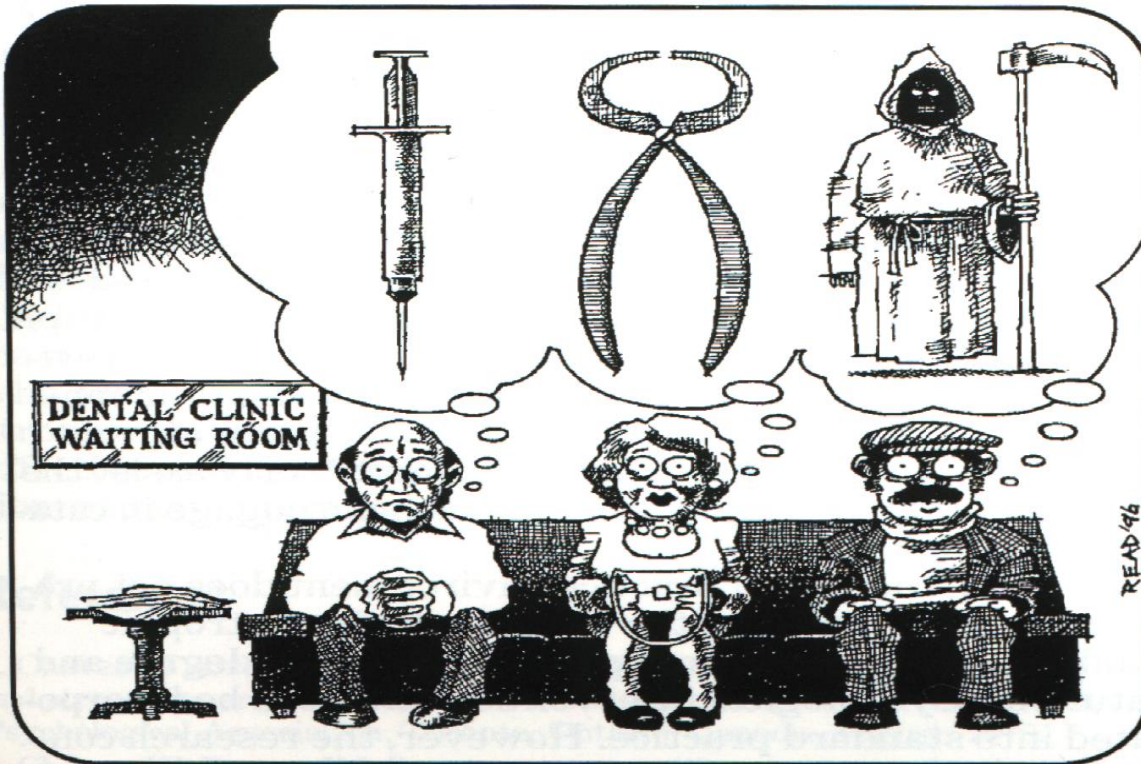
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