



National Council of Self Insurers  
May 2016 - San Antonio

# Sherwin-Williams

Founded in 1866 – Celebrating 150 years in July

Headquarters Cleveland, OH

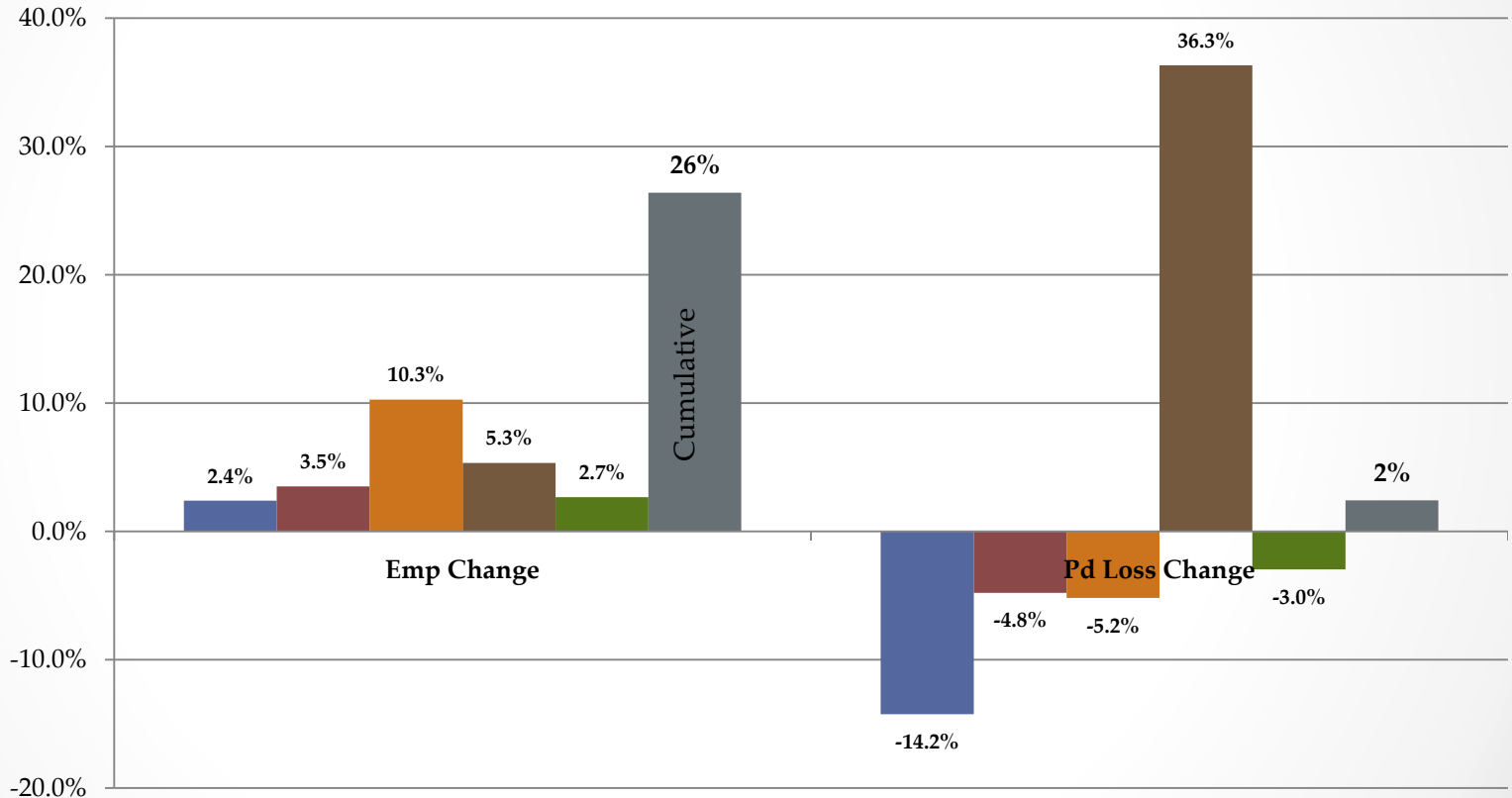
	<u>2010</u>	<u>2015</u>
Employees	29,220	40,706
Revenue	\$7.1B	\$11.3B

## Divisions

- Stores – 4,086 US retail & commercial locations in US, Canada & Caribbean
- Consumer – 66 Manufacturing & 37 Distribution global sites
- Global Finishes – 300 Global Automotive Finishes, Product Finishes, Protective & Marine Coatings sites

# Sherwin-Williams

2011  
2012  
2013  
2014  
2015



# Culture

**“What is worth doing is worth doing well,”** is a quote from our founder, Henry Sherwin. This theme line is understated, yet carries the weight of strong character. The words “What is worth doing” capture the forward thinking of our entrepreneurial spirit, while “worth doing well” express our commitment to continuous improvement. Together, these thoughts define Sherwin-Williams over the last 150 years as well as our direction over the next 150.

# Products & Labels



# Internal Objectives

- **Assess existing WC program**
- **Identify internal or external opportunities**
- **Utilize highly qualified resources**
- **Identify areas of improvement**
- **Simplify claim management / processes / services**
- **Incorporate recommendations**

# Transitional Activities

- Safety Dept. to Employee Benefits Dept.
- Operational Review
- 2 TPAs + 1 TPA= 3 (effective 7/1/15)
- Reorganized Internal Claim Management responsibility
- Legacy Claims – closures & settlements
- Internal Intake to External/Integrated Intake
- Payroll Integration
- Evolving Claim Management: Hands ON to Hands OFF
- TPA directed Vendor services integration, management, utilization

# WC Challenges

- Understanding activities & vendor language in new claim management environment
- Evaluating services - Methods of delivery
- Old school vs New School
- Reassess internal methods – greater efficiencies
- Implementation
  - Adjusters / Teams
  - Reports
  - Data transfer - incoming and outgoing
  - Structure - locations
  - Data mapping - fields

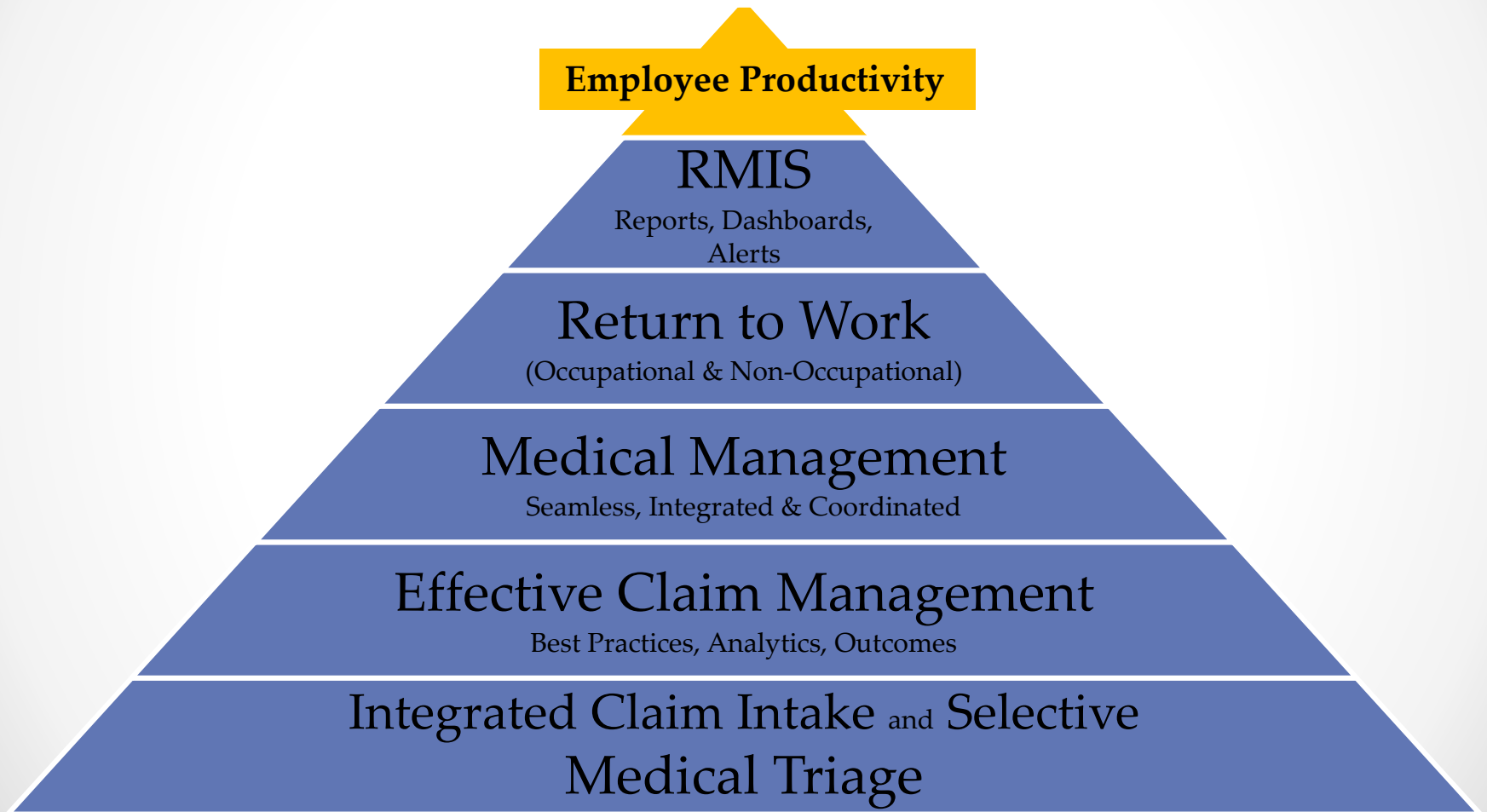


# WC Challenges

- Service Instructions – creating & collaborating
- Communication & Training
- PPO panels customized & distributed
- Banking & Funding
- External / Internal auditors - Control Testing
- Internal Review - Privacy & Third Party evaluation
- TPA Change Notifications to SI states (26)
- Self-Insurance filings & renewal applications
- Reserving philosophy & accuracy – supervisor reviews
- On-going challenges after implementation
- Managing former TPAs

# Workers' Comp Pyramid

## Foundation for Evolving Changes



# Integrated Claim Intake and Selective Medical Triage

- **Intake from internal to external process**
  - HR employee demographic coordination – WC / STD
  - Data transfer
  - Significantly reduced WC lag time
  - Coordinated with STD / FMLA
- **After hours (emergency) resources**
- **Initial Triage attempt at was unsuccessful**
- **Currently in the processing pilot program**
  - Integration with TPA & Triage vendor
  - One call vs two calls
  - Mandatory or elective utilization

# Effective Claim Management

Best Practices, Analytics, Outcomes

- RFP – TPA
- Reorganized SW WC staff
- Hands-off (strategic) vs traditional Hands-on philosophy
- **Increased field involvement**
- **Performance Guaranty**
- **Mobile access**
- **Enhance Employee access to TPA**
- **Distinct Claims Management Units**
- **Telephonic claim reviews**

# Medical Management

Seamless, Integrated & Coordinated

- **Integrated vendor relationships**
- **Assignment & referral of services**
- **Bill Review / UR / PPO / Diagnostics**
- **Clinical resources**
- **Managed Medical Units**
- **Predictive Modeling**
- **Alerts / escalation of**
- **12 month review of results & outcomes**

# Return to Work

(Occupational & Non-Occupational)

- **Testing transitional / external placements**
- **Internal stakeholder discussions**
  - Occupational Medical Director
  - Labor Relations
  - Human Resources
  - EHS
  - STD / WC / Benefits
- **Identifying opportunities with small workforce in large number of locations (Stores)**
  - Identified / labeled Transitional Work positions

# Challenges

- Cultural challenges at operating locations / Productivity perception
- Occupational vs Non-Occupational RTW
- No RTW coordinator
- Updated HRIS Disability coding – for reports/analysis
- Updated job analysis /ergonomic assessments
  - Updated job descriptions – variety & volume
- Setting minimum physical requirements
- Benchmarking data for comparison – internal /external
- Anticipated & Measured outcomes

# Influences

- **Operational Assessment recommendations**
- **Strong Management support**
- **Productivity concerns**
- **Permanent restrictions**
- **Internal performance (dis)incentives**
- **DMEC / AEP / Other Employers -**



# Achievements

- **Integrated claim intake**
  - STD / WC / FMLA
- **Limited integrated Reporting**
- **Integrated employee demographics**
- **RTW exams – Safety sensitive positions**
  - Activities
  - Coordination / process
  - Occ and/or Non-Occ
- **Updated job analysis /ergonomic assessments**



- **RMIS assessment & evaluation**
- **RMIS System upgrade**
- **Easy & accessible snapshot data**
- **Functionality of TPA claims management system**
- **Combined WC / STD data & reports (TPA)**

# Thank You

