

How to Grow a Change Management Metaphor

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What Challenges Are You Experiencing?

"Having adjusters report to different supervisors was an issue."

Lisa Cummings, Claims Adjuster turned Supervisor

Take a moment to reflect and
write down the challenges you are facing
within your WCI program.

"IMO's background is primarily from a nursing perspective and adjusters (CCMSI) think differently about claims."

Donna Ramsey, IMO Executive Director, Client Services

The Value of A Metaphor

- A metaphor imaginatively draws a comparison between two unlike things. Thing A is Thing B.

- Metaphors create a vivid image and often describe something in unexpected ways. "Dehlia was an overbearing cake with condescending frosting, and frankly, I was on a diet.[1]"

- Metaphors can help frame abstract concepts in ways that others will grasp easily. "Memories are bullets. Some whiz by and only spook you. Others tear you open and leave you in pieces.[2]"

https://blog.reedsy.com/metaphor-examples/

1 Stiefvater, M. Lament: The Faerie Queen's Deception

2 Kadry, R. Kill the Dead

Metaphors are Visual









Images Aid Memory and Behavior

Metaphors Shift Thinking and Behavior

Argument is War

- Verbal battle with opponents
- We attack their position, defend ours
- We gain or lose ground

Argument is Dance

- Verbal performance with partners
- We seek to perform in a balanced and aesthetically pleasing way

Lakoff, G. & Johnson, M., Metaphors We Live By

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Sources for Metaphors are Everywhere

Health
- Heart, lungs, spine, legs, arms, brain, blood
- Code, admit, pulse, vitals, on-call
- Treatment, patient, caregiver, provider, drug/medicine

Science
- Gravity, earth
- Time, space
- Cells*, genes

Sports
- Ball, bat, homerun, strikeout, hole-in-one
- Bike, run, volley, sprint, hurdle, swim
- Play, practice, win, lose

Tools
- Hammer, nails
- Saw, wrench
- Ax, pliers, level

Music
- Lyrics, melody, symphony, beat
- Acoustics, voice(s), instrument, drum
- Conductor, artist, score

Nature
- Tree, sky, bug
- Ocean, wave
- Wind, rain

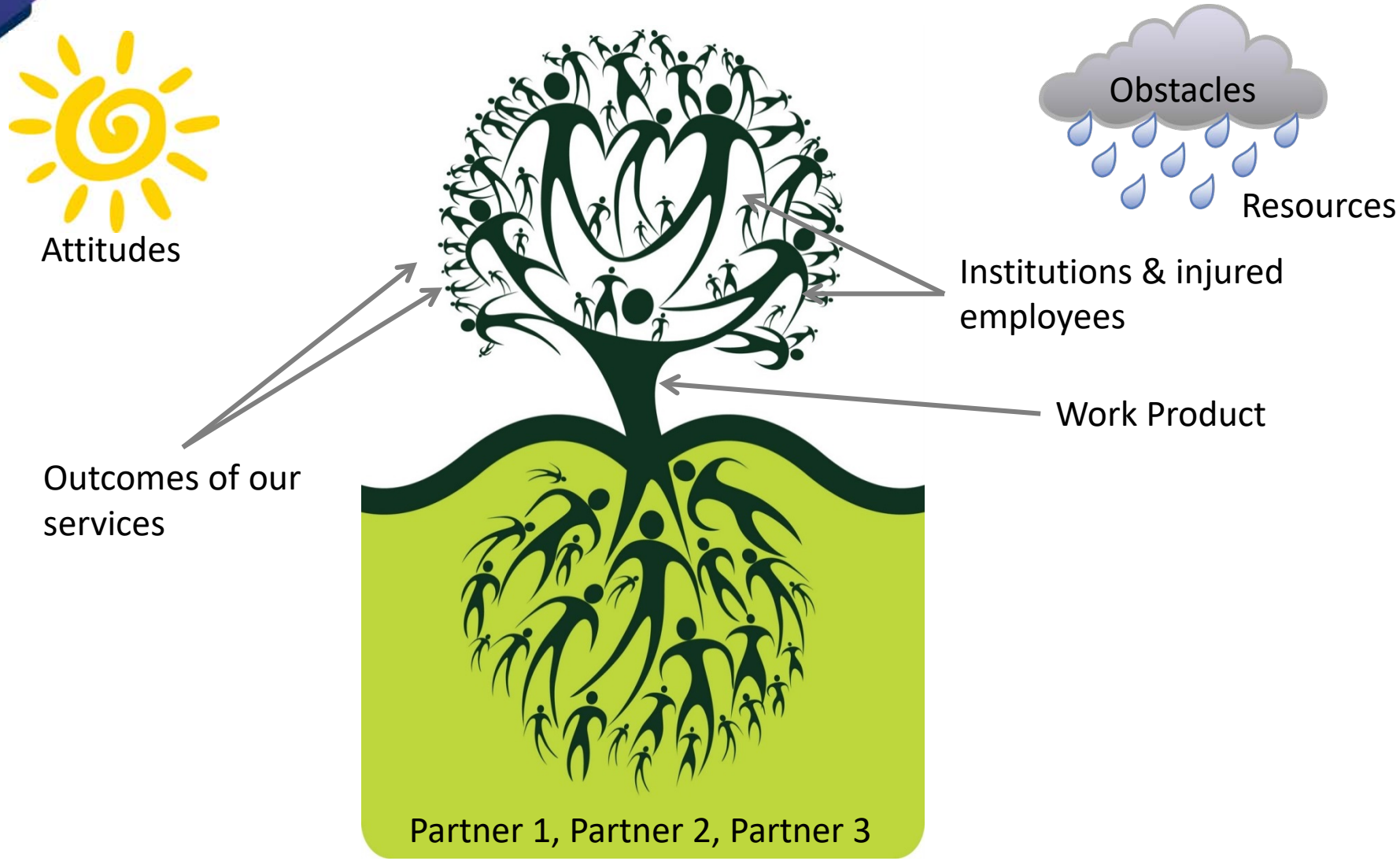
Money
- Invest
- Gain
- Borrow
- Spend

A Metaphor for Change

- Define the metaphor
- Communicate the metaphor
- Protect the metaphor



Metaphor: The Tri-Partnership is a Tree





The University of Texas System (UT System)

FY 2018 Overview

General Overview – FY18



8.2M Outpatient Visits



$8.75B Total Payroll



59k Degrees Awarded



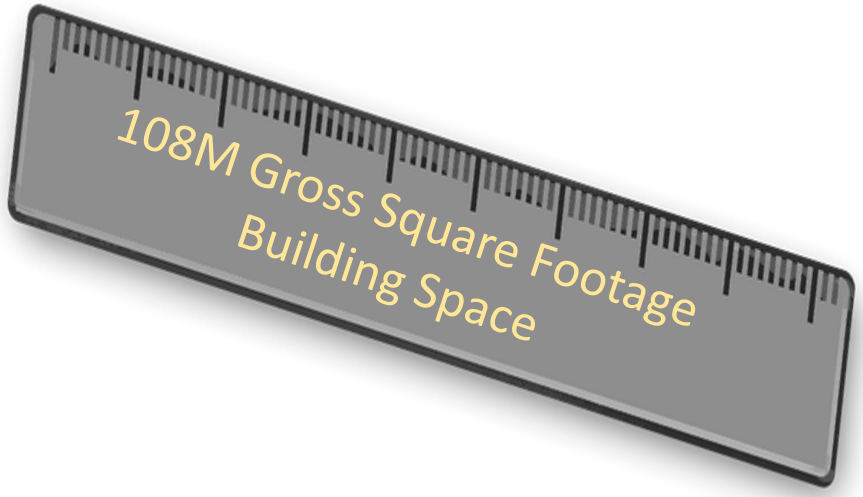
236k Enrolled Students



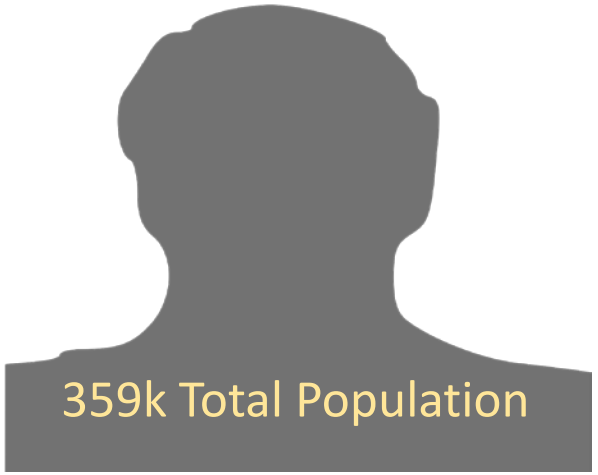
123k Headcount

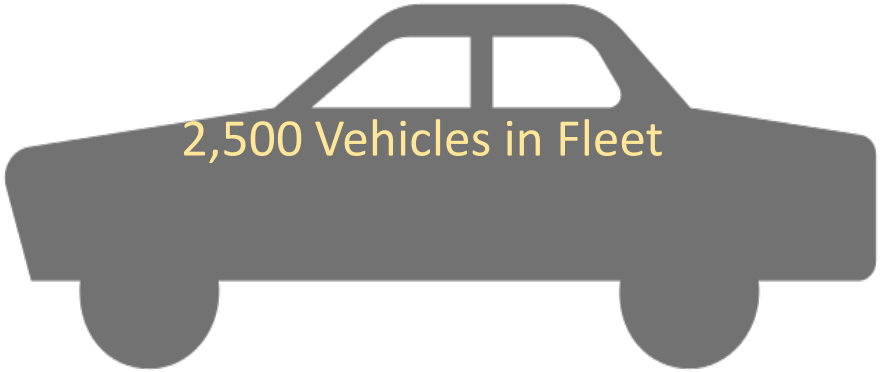
UT System Risk Overview – FY18













The UT System WCI Program

History of the Program

- Self-insured program, Texas Labor Code, Ch. 503
- Funding is provided by Institutions using a variable rating process
- Coverage provided to all employees system-wide and at System Administration

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Traditional Model (1952 – Dec 2013)

- Self-insured, Self-administered
- 24 UT System Employees
- Homegrown Claims System

Hybrid Model (Dec 2013 – Current)

- Self-insured, Self-administered / TPA
- 6 UT System Employees
- TPA Claims System

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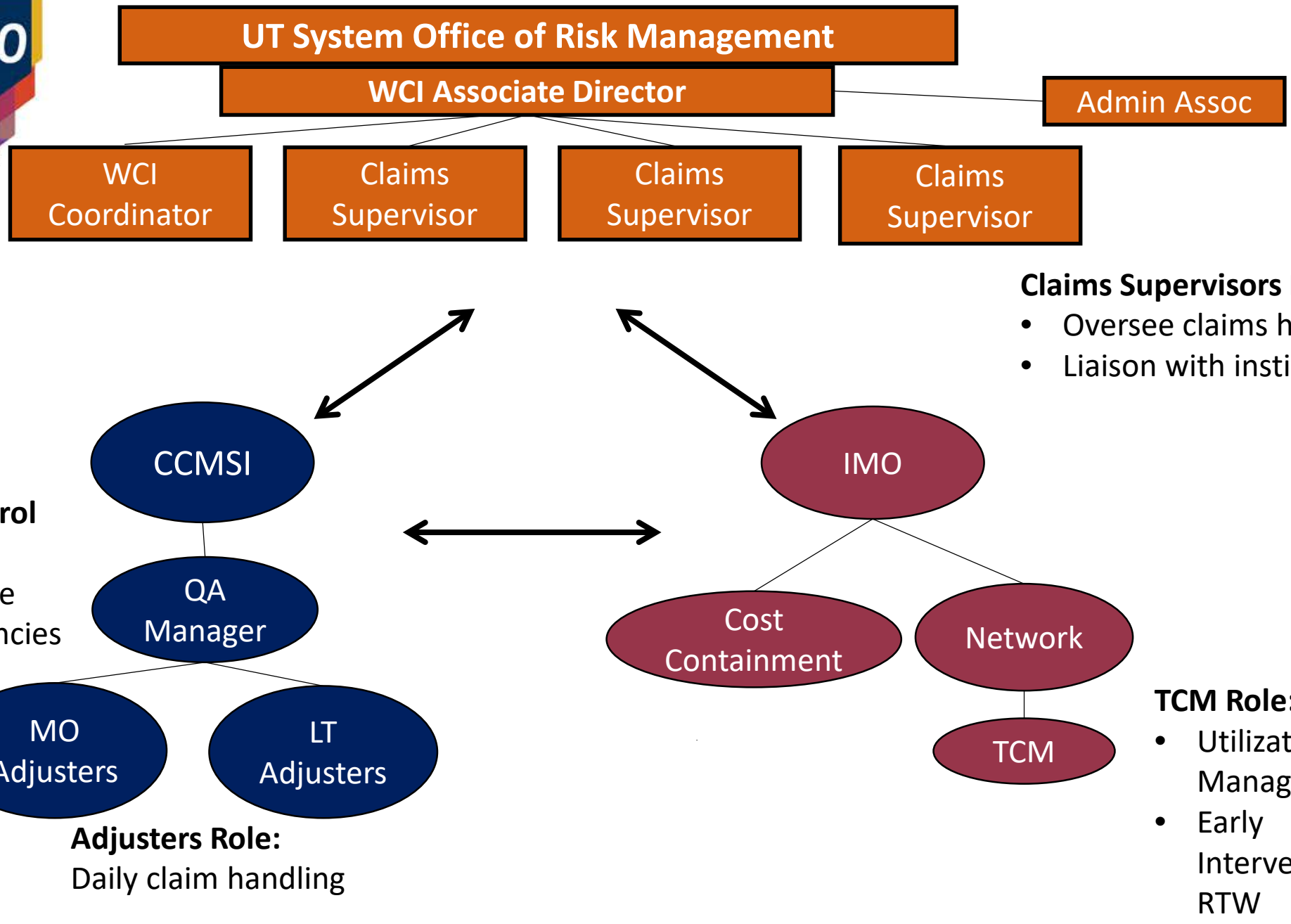
CCMSI®

THE UNIVERSITY OF TEXAS SYSTEM

IMO MANAGED CARE®

The Tri-Partnership

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Claims Supervisors Role:
- Oversee claims handling
- Liaison with institutions

CCMSI Quality Control Manager Role:
- Staff performance
- Workflow efficiencies

Adjusters Role:
Daily claim handling

TCM Role:
- Utilization Management
- Early Intervention - RTW

FY 2014 Program Results

Accomplishments

- Remained top-tier performer with PBO
- Reduced gross expenditures from $5.18 to $4.18 million
- Total claims dropped from 1679 to 1459

What We Learned

- Survival mode and cultural dynamics
- Emotional and psychological impacts of accelerated timeline
- Needed to identify sources of turmoil and chaos, including turf battles
- Needed solutions



Julie Saucedo

National Account Executive

CCMSI



“To me, the last hurdle to truly get the comfort and trust level needed to fully achieve our goals happened when the teams met together in a well-organized retreat that focused on team building, communication, and other key areas needed to take the program to the next level. It broke down communications barriers.”

Skip Brechtel, CCMSI Executive Vice President & CIO

The Empty Pot

The Empty Pot - Retreat 1.0

- Purpose: To get to the root of the issues
- Planning: Collaboratively created metaphor
- Products:
  - Anonymous Survey
  - Established Ground Rules
  - Paid more attention to group dynamics and process than content
  - Unearthed root damage and applied healing

Ground Rules

- Keep an open mind
- Be open and honest
- Good listening
- Be respectful of others
- Think outside the box
- Humor and laughter
- Be willing to take risks, be vulnerable
- Leave titles at the door

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Attitudes

Obstacles

Resources

Institutions & injured employees

Work Product

Outcomes of our services



Post Retreat - Finding Solutions

- Our retreat created a 76-page power point summarizing issues
- Categorized issues into three groups
- Assigned mix of team members to groups; excluded executives
- Groups were asked to find solutions
- Solutions were vetted to executive team for approval and implementation

Program Results Post Retreat 1.0

Accomplishments

- Lowest gross expenditure year in 20+ years
- Redefined our program (UT System WCI Program)
- Created mission statement
- Realigned team to supervisors

What We Learned

- Mission and purpose are important
- Define roles
- Address issues, don’t cover them up
- Earn and establish trust
- Allow vulnerability

Juanita Pichler

WCI Claims Supervisor

UT System Administration



“The first retreat had set the stage, and the second one provided a chance to be more accountable.”

Catherine Benavidez, IMO President

Sowing the Seeds

The Sowing the Seeds - Retreat 2.0

- Purpose: To reduce further root damage and build on success
- Planning: Collaboratively identified topics and activities
- Products:
  - Acknowledged individual and team contributions to achieving lowest expenditures and other key metrics
  - Strengthened trust through team building, open and transparent dialogue, and leader willingness to listen without judgment

Program Results - Post Retreat 2.0

Accomplishments

- Lowest gross expenditure year in 21+ years
- $521k in total recoveries
- 9% decrease in total claim counts
- Six city tour with IMO to train network providers
- Improved access to medical records for adjusters

What We Learned

- You can’t stop promoting your message
- A tree continues to need nutrients and care



Adding the Right Nutrients

The Adding Nutrients - Retreat 3.0

- Purpose: Recalibrate nutrients for a stronger tree
- Planning: Reviewed processes, identified needs, and collaboratively developed agenda
- Products:
  - Refined existing processes
  - Identification of new processes
  - DiSC™ assessment for all team members
  - Adapting communications to audience
  - Creating and maintain a Goodwill fund
  - Leading in place

Program Results Post Retreat 3.0

Accomplishments

- Promoted safety integration into WCI (hierarchies)
- Re-contracted IMO
- IMO provided one-on-one training with active providers
- High Score on DWC IP Desk Audit
- Developed Medical EDI Audit
- Added a new adjuster

What We Learned

- A tree continues to grow with proper care
- Our differences make us stronger
- Adapt message to your audience
- Each of us is a leader
- It’s always right to do the right thing
- We can accomplish more through trust
- Goodwill Fund / Claim Advocacy



Sondra Faul

Claims and Insurance Analyst

UT Health Houston



Strengthening the Roots

The Strengthening Roots Retreat 4.0

- Purpose: Managing fear and uncertainty
- Planning: Investigated team strengthening exercises
- Products:
  - Escape Room activity with mixed group
  - Reviewed Tri-partnership “Book of Us”
  - Reinforced program purpose and metrics
  - Prepared team members for RFP process and potential outcomes

Program Results Post Retreat 4.0

Accomplishments

- FY Expenditures Decreased by 8% from FY 17
- Almost 60 fewer claims filed
- RTW programs across UT System saved $1.74M
- Established performance metrics
- Program met 4 of the 6 performance goals

What We Learned

- Continued reinforcement is vital
- It’s important to have the right team members
- Trust is everything, and it must be nurtured



Catherine Benavidez

President

IMO



Pruning and Protecting

The Pruning & Protecting - Retreat 5.0

- Purpose: To move past the past and rise towards the sun
- Planning: Solicited topic ideas from team members
- Products:
  - Proactive Tree Care in a fast-paced environment, not reactive customer care
  - Acorn vs. Pinecone; focus on outcomes, not methods
  - Trees Risk Vulnerability and Fight Constructively…Do You?
  - DiSC™ Productive Conflict Assessment

Program Results Post Retreat 5.0

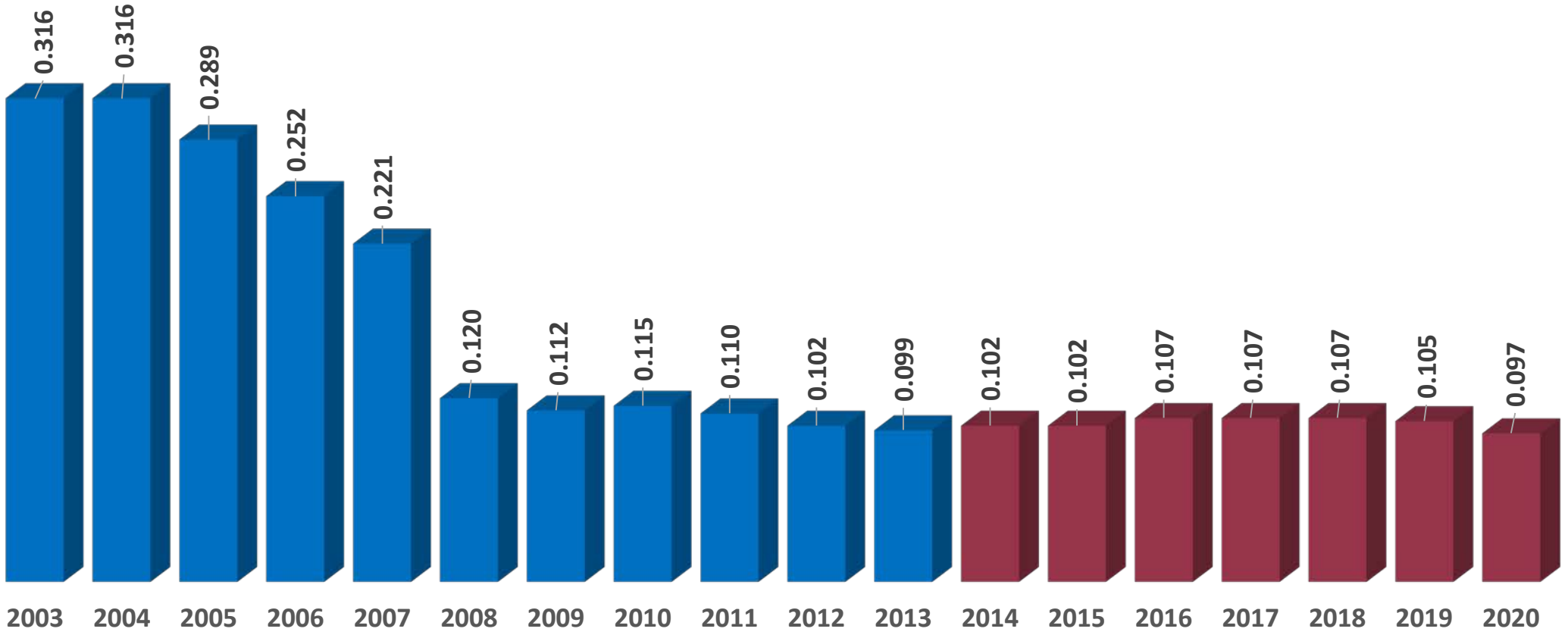
Accomplishments

- Avg claim cost decreased by $345
- Lowest gross expenditures in history
- Rates decreased to $.097
- RTW program saved $1.6M

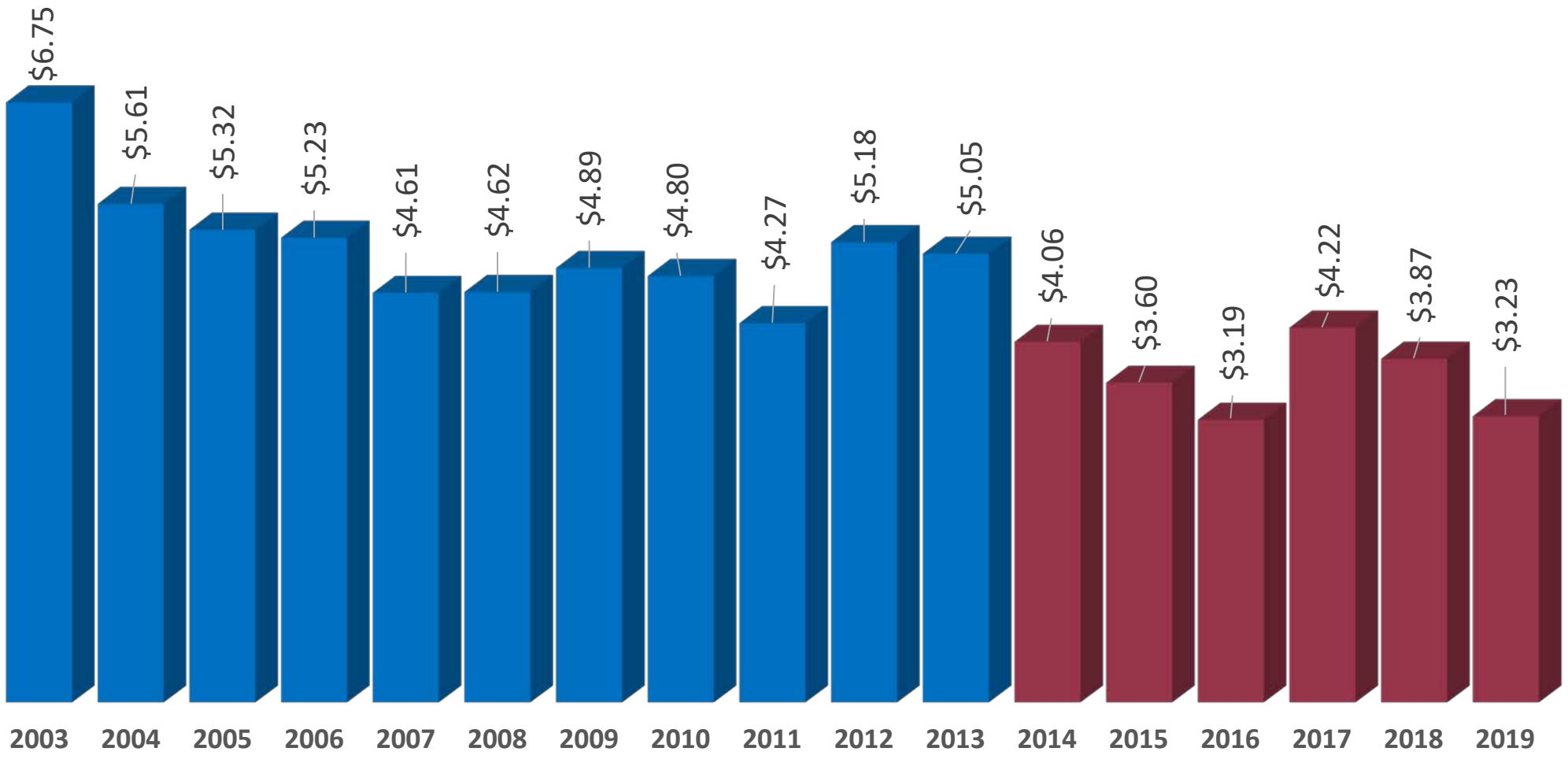
What We Learned

- RFPs are impactful
- You're always a work in progress
- Passion and maturity grow over time
- We're all uniquely important
- The value of getting everyone in the same room
- The upside/downside of metrics

Systemwide Avg Rates per $100 Payroll



Systemwide Fiscal Year WCI Expenditures (Net)





Phil Dendy

Trees Need Ongoing Care

- Not a “set it and forget it approach”
- Closing thoughts
- What have we shared that might be relevant to addressing the challenges you identified for your program?
- What might your metaphor be?



What Metaphor Might Work for You?



Q&A