

Measurement is King

Our Risk Performance Group likes to use the phrase, "what gets measured gets done" as a way to guide our clients in managing risk. Far too often we hear about measuring risk using risk management failures and consequences - accidents, injuries, property damage, and severity. The first challenge is to find things to measure. The second challenge is to find things to measure that truly matter. Finding meaningful measures is a recipe for successful change.

Over the last five years, we've investigated many ways in which we can help our clients better measure and manage their risk. As a result, we have created three unique and innovative risk performance initiatives. Each of these was designed to meet a prevailing need or problem in our customer base. We find our clients and prospects to be most surprised by the unconventional nature of these solutions, as none of them appear at first glance to come from a traditional insurance mindset.

Client Issue #1: Expensive soft-tissue injuries

A significant number of very costly soft-tissue injuries (sprains and strains) seem to evidence a number of consistent symptoms. Often these injuries involve new hires in physically demanding jobs, many of whom have some undisclosed form of pre-existing or degenerative condition. These cases muddy the measurement matrix because they are not reflective of performance risk but rather hiring risk. In other words, clients typically focus on skill, experience, attitude, personality, and references to measure potential employees, but generally fail to measure whether that applicant has the physical ability to stand up to the rigors of the job day in and day out. This blind spot exposes many companies to great risk.

Scott Solution: CRT Isokinetic Strength and Agility Testing

Approximately 2 years ago Scott Risk Performance partnered with CRT to bring an objective, quick and effective strength and agility test to our clients for use in their new hire screening process. A 15-minute, \$150 test determines whether an applicant can stand up to the job demands and directly speaks to the philosophy of rewarding performance by embracing risk. This test can reap significant reward in terms of injury prevention and cost reduction. We now have testing capabilities in partnership with various occupational health facilities in Lynchburg, Richmond, Greensboro and another in the implementation stage in Knoxville.



Client Issue #2: Fleet and Driver Safety Risk

The greatest risk many companies face every day involves the operation of motor vehicles. Typical measures are focused on MVRs (motor vehicle records), accident statistics and public feedback. Aside from an occasional ride-along evaluation with an instructor, manager, or coach, drivers are rarely given any objective and immediate skill measurement feedback. This feedback is the key to reinforcing desired performance or changing at-risk performance. Often a safe trip is an accident-free trip simply because that is the only available measure, yet we all know that being safe and being accident free are completely different measurement systems.

Scott Solution: GreenRoad Technology

GreenRoad uses proprietary, in-vehicle technology to evaluate driving performance in real time and provide both instantaneous as well as documented feedback. As a result of performance behind the wheel, a driver is classified as having a "red, yellow or green" risk profile. This allows drivers and fleet managers to measure and manage their risk in a very unique and meaningful way. By providing a consistent and objective reinforcement mechanism, driver performance change is achieved very efficiently. Natural outcomes include a bigger fleet of "green" drivers – drivers who take fewer chances, get better fuel efficiency, are easier on the vehicles and establish very effective traveling billboards.



Client Issue #3: Workplace Injury Management

More and more companies are investing resources to improve their workplace injury management program. Whether this involves providing training to supervisors, conducting claims investigations, appointing a workplace injury coordinator or building a return-to-work program, more employers are experiencing the value of exerting more control. Despite all these efforts, one area which continues to create obstacles is that of medical provider relationships. Measuring network participation only gives us a participation percentage number – not an initiative leading to more favorable outcomes. While using networks means unit discounts, the savings are most often a drop in the bucket of the measure that truly matters – total costs. Lowering total costs requires a strong relationship with a medical provider and the accountability that accompanies it. This accountability has to go beyond the doctor-patient relationship and extend to all of the stakeholders – something on which many medical practices are not focused.

Scott Solution: HealthWorks

For years, Scott's Risk Performance Group has experienced the tremendous value a dedicated occupational medicine clinic can bring to a community and its employers. While any medical practice can accept workers' comp patients and even promote occupational health capabilities, finding one that makes it an exclusive practice and that truly connects with employers and patients alike is rare. Having observed the best attributes of a number of these practices in the Southeast and recognizing a void in the Lynchburg area, Scott took the initiative to open a dedicated clinic. In addition to providing a solution to many local clients and businesses, HealthWorks also gives us a laboratory to experiment with better ways the practice can serve the business community.



While we would love to take credit for these ideas, they are simply creative solutions to critical issues that our clients bring to us. With the trust and support of our clients, we believe we've broadened the spectrum of meaningful measures and helped our clients become better stewards of their risk. What should we measure next?