

# Using Job Function Matching ® to Reduce Injuries and Facilitate Return to Work

Granite State ASSE

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# What Is Job Function Matching ®?

System to objectively and efficiently MATCH a worker's physical abilities to the demands of a job ***and*** COMMUNICATE those abilities among all parties.

It answers the question,

**“What parts of the job can the worker do?”**



# Job Function Matching ®

Job Analysis

Job Function  
Description

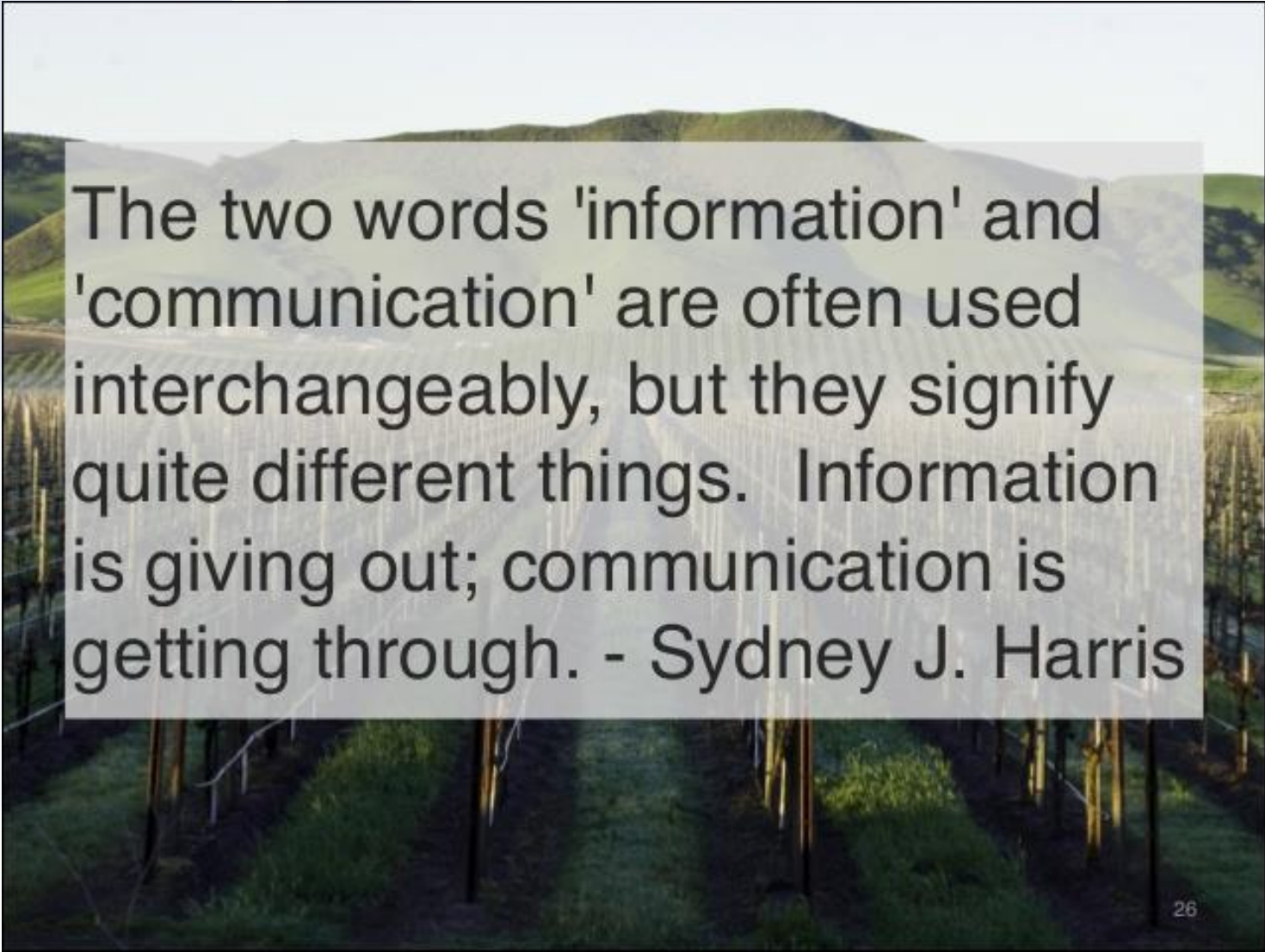
Job Function  
Test



# Objectives

- Understand how thorough job analysis quantifies physical demands and identifies ergo stressors
- Understand how to use Job Function Descriptions in hiring and RTW process
- Understand how Job Function Testing objectively determines an individual's abilities for placement and transitional RTW duty
- Discuss how the Job Function Matching® (JFM) program can help with ADAAA compliance





The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through. - Sydney J. Harris



# Potential Barriers in Return to Work

Worker, family, friends

Medical providers

Supervisors/Administrators

Coworkers

Insurance company

Company policies (Zero Injury mandates & pay for performance)



# Scenario #1

## The Malingerer/Symptom Magnifier

“I can’t go back to work,  
my arm still hurts. It’s  
**12/10 pain** and I haven’t  
moved in days!”



# Scenario #2:

## MIA Doc

“My doctor doesn’t want to see me for 6 weeks, then he’ll decide if I can go back to work.”

...6 weeks later ...

“He says no use of my Right arm and Left leg, but I can lift 30# occasionally and squat without restriction.”

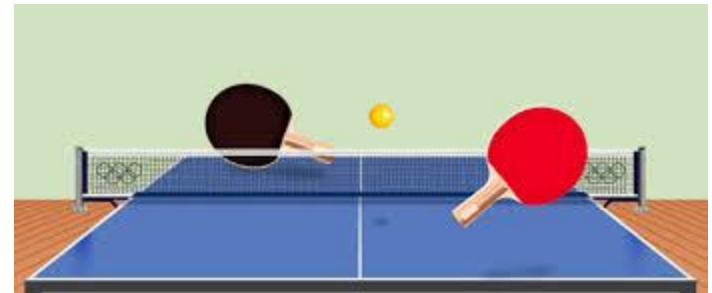
**\*\*Restrictions aren’t updated in real time, and they’re not usable!**





# Scenario #3: Ping Pong

“Sofia (HR) wants me to come back for light duty, but Rob (supervisor) doesn’t know of any light duty. They’re both waiting for Karen (safety) to return from vacation.”



# Scenario #4

## “I Can Do Anything”

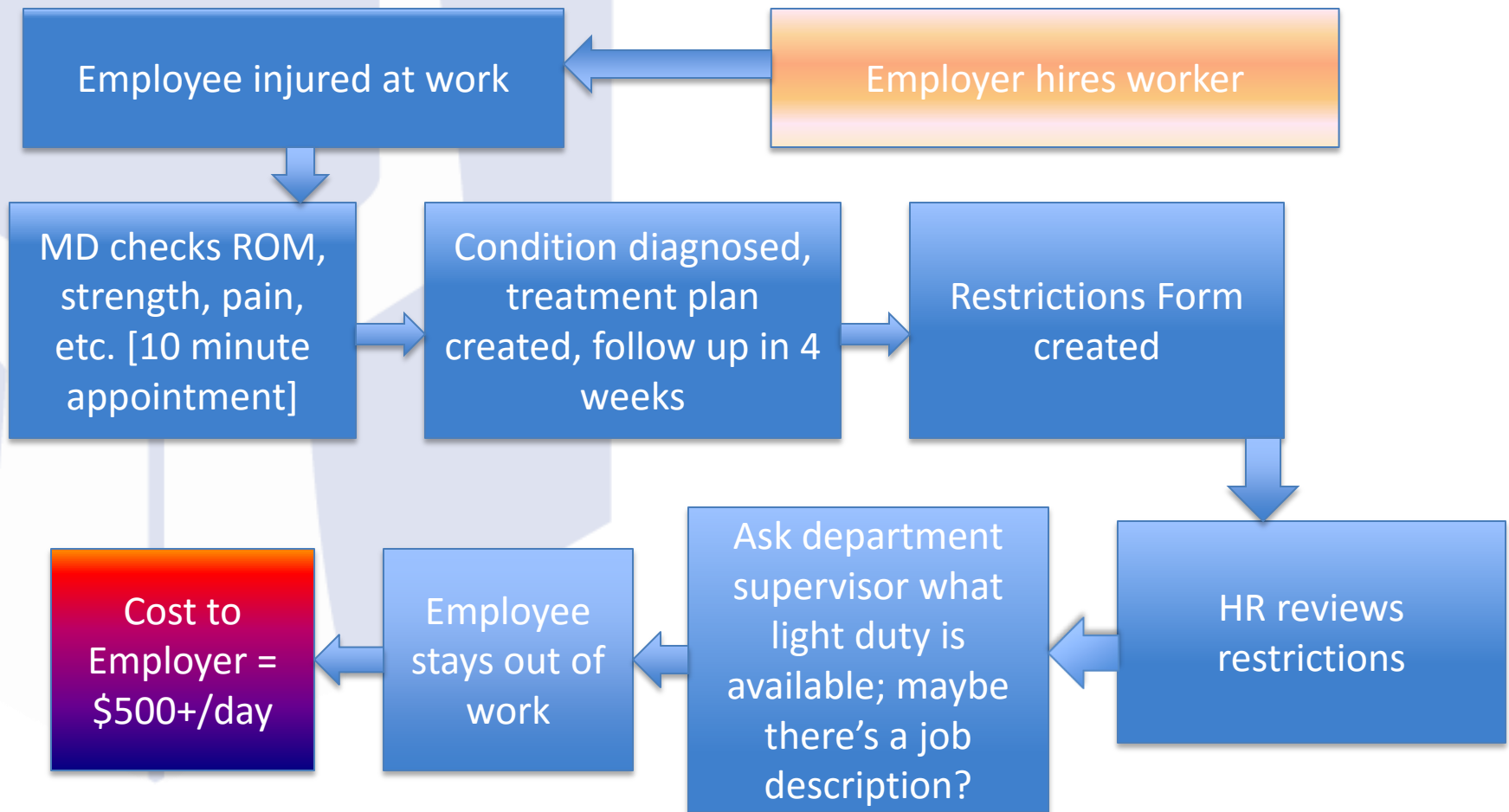
The applicant really wants the job. They can do anything you ask or require.



# The Worker's Comp System

Traditional Model	Ideal Model
Reactive	Proactive
Medically driven, patient influenced	Function based, employer directed
Encourages lost time	Supportive of return to work
Isolate worker from job to “heal”	Keep worker doing normal job





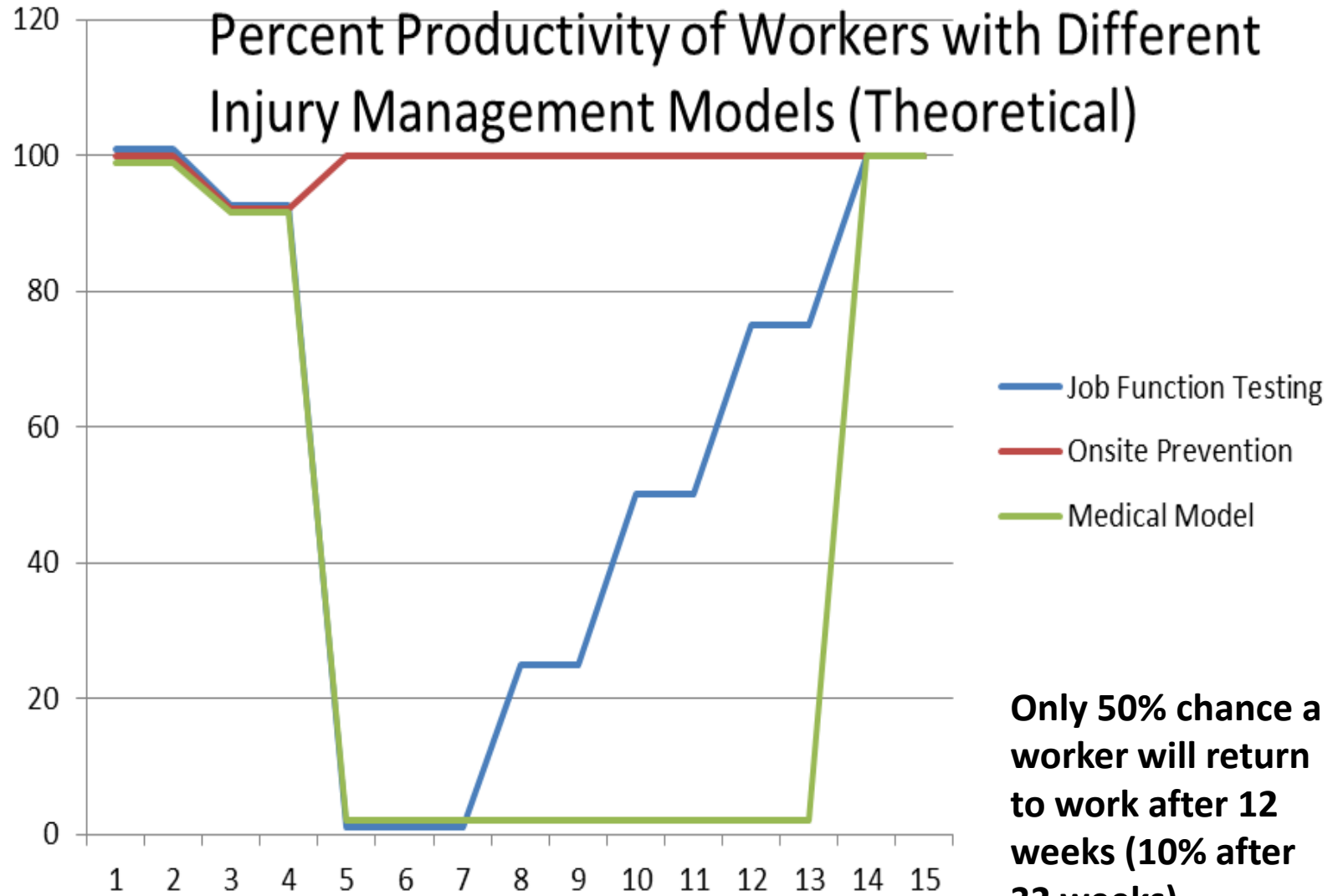
## COST OF INJURIES

<b>Direct Cost of Injuries</b>	\$40,000	Emergency visit, physician visit, medical bills, medicines, rehabilitation
<b>Indirect Cost of Injuries</b>	\$160,000	4x direct cost.* Administrative time, raises in insurance cost, replacement and overtime, hiring costs, production, etc.
<b>Total Cost</b>	\$200,000	Direct Cost + Indirect Cost
<b>Profit Margin</b>	10%	
<b>Revenue to Offset Cost</b>	\$2,000,000	Increase in production to cover costs

\* Bureau of Labor Statistics



## Percent Productivity of Workers with Different Injury Management Models (Theoretical)



**Only 50% chance a worker will return to work after 12 weeks (10% after 32 weeks).**



# Overview: Job Function Matching ®

- 1. *Job Analysis*:** observe and measure the job
- 2. *Job Function Description* (JFD):** write and validate
- 3. *Job Function Test* (JFT):** develop and validate
- 4. *Implement JFD & JFT*:** Match Individual's abilities to job demands



# Analysis (The foundation of JFM)

- Identify essential functions
- Take objective measurements
  - Push/Pull
  - Lift/Carry
  - Grip
  - Pinch
  - Positional Demands
- Identify ergonomic stressors & opportunities







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# End Product: Multiple Tools

- Job Function Description (JFD)
- Job Function Test (JFT)
- Ergonomic Stressor Identification
- Post offer pre-employment Test (JFT)

You can **HIRE**, **RTW**, **PREVENT** injury, and **ACCOMMODATE** disability requests with this one set of tools!



# Job Function Description – Molding Technician

Job Demand	Force Demands	Movement & Position Demands
1. Transport Material	Lift 20# Push 15#	Stand / Walk Reach to 70"
2. Insert Molding on Core	Pinch 10# Grip 80# Preferred Hand	Stand / Walk Bend/Reach



# JFD - continued

Essential Function	Force Demands	Movement & Position Demands
5. Refill Bin	Lift/carry 20# 50 feet and fill at 72"	Stand/walk elevated
6. Place raw material on shelves	Lift 50# 12" to 32"	Stand low level activity



# Practical Application of the JFD

Job Placement or Expedited Return to Work:

Define which job tasks the worker can do, in a common language to all parties!

- Use JFD to educate provider
- Work with employee and supervisor to modify job or tasks in transitional RTW
- Work as a liason between employer, employee, provider and carrier
- Progress the transitional work



# Job Function Test

- **Post Offer Pre-Placement**
  - Use after offer of employment to assure match with physical requirements of job
  - Introduces physical nature of job to applicant
- **Use with injured employee for early RTW**
  - Bring employee back to work with clear delineation of abilities, no guessing
  - Progress return to full duty incrementally and timely
  - Collaborate with Physician or Mid Level Provider
  - Less costly than Functional Capacity Evaluation for early RTW



# Job Function Test ®

Job Demand	Score	To Pass	Passed
1. Transport material	Lift 20#	20#	Yes
	Push 20#	15#	Yes
2. Insert molding on core	Pinch 10#	10#	Yes
	Grip 50#	80#	No
3. Activate press	Grip 50# R	40# R	Yes
	Grip 40# L	40# L	
4. Remove mold strip	Lift 20#	40#	No
5. Refill bin	Lift/carry 20#	20#	Yes
6. Place raw material on shelves	Lift 20#	50#	No



# Sample Test Outcome

*Joe Smith demonstrates the physical ability to perform 4 of 6 job functions.*

*Assistance needed lifting more than 40# to perform job function 6.*





# Job Matching and the ADAAA

## ADAAA

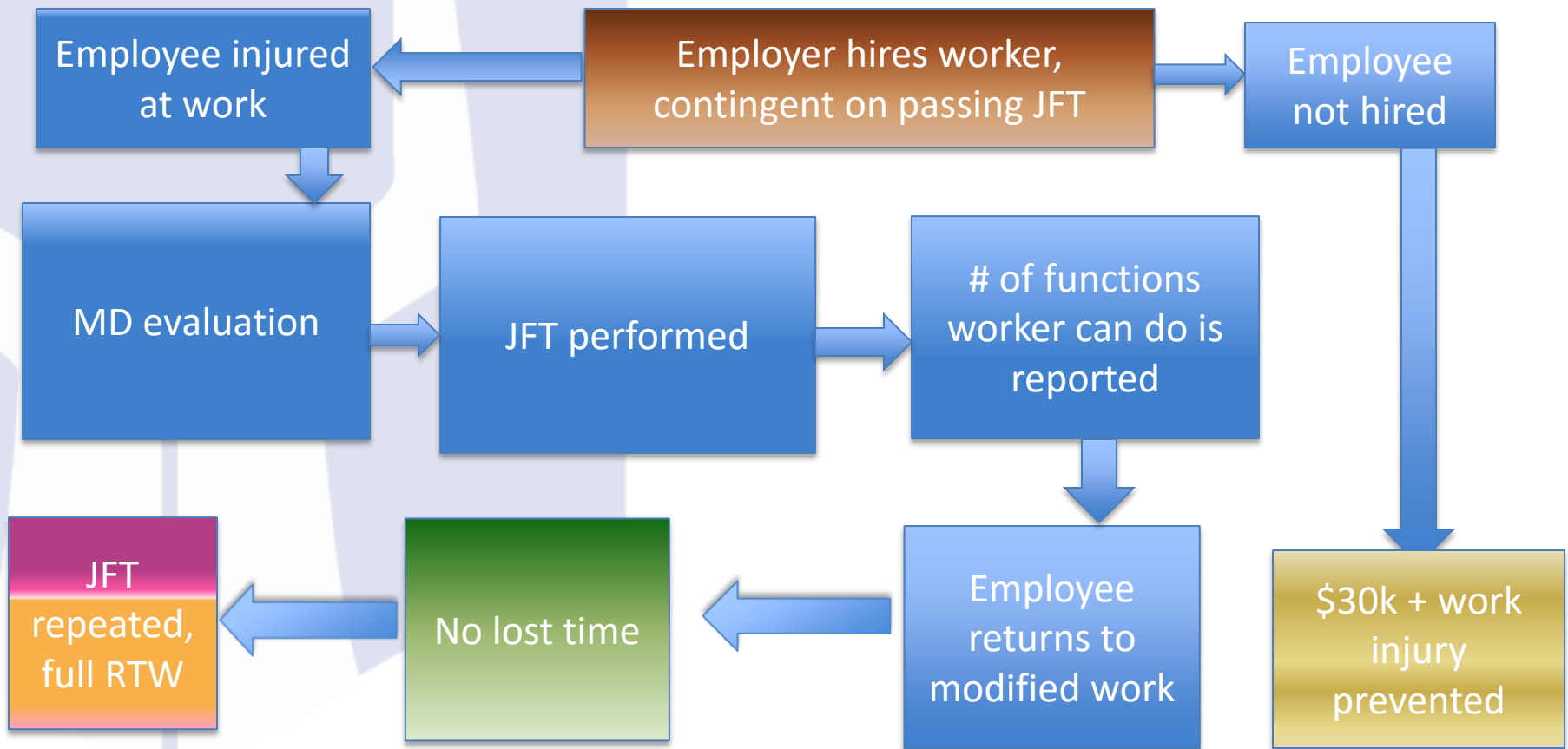
- Only test *Essential Functions*
- Don't ask applicant about a disability
- Do have a reasonable discussion, documented, on what accommodations could be made if requested
- Burden shifted to employer, not the disabled

A validated Job Function Description offers a clear picture of the essential functions & demands of the job and allows you to . . .

*a) easily document where you can or cannot reasonably accommodate*

*b) choose the most reasonable (and cost efficient) solution*





# Summary – how to use the tools

## Hiring

- a) show applicant the JFD
- b) respond to accommodation requests
- c) use JFT to screen new hires

## Return to Work

- a) show MD/therapist the JFD
- b) encourage accurate RTW with JFT
- c) use JFD/JFT to communicate with other team members

## Prevention – Ergonomic problem identification



# Benefits of Job Matching

- Higher job satisfaction
- Less job turnover
- Higher productivity
- Less lost time days
- Lower WC premiums
- Fewer job accommodation challenges
- Improved morale
- Less administrative burden
- Improved communication
- Lower private insurance costs
- Less overtime costs
- Less disability costs



# Communication is Essential



Thank You

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