ClientCo Customer Journey Map (CJM) - The Employee Experience for Leaves and Accommodations

Stages	New Employee						Using Leaves and Accommodations						Exiting Leaves or Accommodations					
Summary Activity	INDICATE NEED		ASSESS NEED		RECEIVE APPROVAL		USE LEAVE OR ACCOMMODATION		PROVIDE UPDATES		DEMONSTRATE ABILITY TO RETURN		CONFIRM CAPABILITIES TO RETURN		COMPLETE RAMP UP		COMMUNICATE CHANGES AND CONTINUE	
Employee Action	Need Begins	Notification	Options	Documentation	Confirmation	Approval	Usage Begins	Encounter Changing Needs	Change Assessment	Adjustment	Recovery and Improvement	Intent to Return	Capability Assessment	Placement	Ramp Up	Full Return	Ongoing Changes	Normalcy
Benefit and Service Provider Involvement	Learn of Need	Provide Expectations	Review Options	Gather Documentation	Analyze Details	Provide Approval	Provide Instructions	Monitor Progress	Provide Benefits	Provide Instructions and Approve Changes	Check on Progress	Provide Support	Test Capabilities	Find Appropriate Role	Conduct Conditioning	Monitor Progress to Completion	Learn and Support Changes	Continue to Provide Benefits

Doing

Experience Need for Leave or Accommodation
- Personal or family
- Planned and unplanned
- Need may arise at the end of a return-to-work cycle

Inform Manager, HR, LOAA, or Third Party Provider
- Signal desire for a leave or accommodation
- Seek expectations for how to proceed

Receive Instructions
- Learn what forms are needed , and due dates for documentation
- Learn overall expectations and contact points

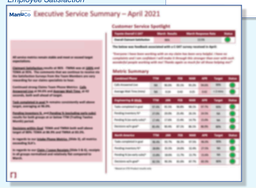
Review Options
- Discover the leaves and accommodations that are reasonable and available
- Learn requirements for gaining approval

Provide Documentation
- Fill out forms
- Get health care provider to submit needed documents
- Receive reminders of documentation due dates

Respond to Questions
- Provide additional information
- Ask health care provider to provide details, or additional detail

Receive Denial
- Learn details
- Learn and explore alternatives
- Determine next steps
- Appeal, if appropriate

Recent Third Party Provider Reporting on Employee Satisfaction



Receive Approval
- Learn details
- Receive benefits
- Learn next steps, responsibilities, and time frames

Sample Accommodation Approval

Receive Benefits
- Receive pay
- Receive and use accommodation

Determine If Benefits are Effective
- Learn if recovery makes leave or accommodation obsolete
- Learn if the accommodation is effectively dealing with the underlying condition

Provide Notice to Seek Change
- Provide guidance on planned extent of leave, including accommodation requests, if needed
- Ask to increase, decrease, or change accommodation

A Dashboard Displays Details on Employee Use of ADA Benefits

Receive Approval
- Learn details
- Receive benefits (leaves or accommodations
- Learn next steps, responsibilities, and time frames

Receive Denial
- Learn details
- Learn and explore alternatives
- Determine next steps

Regain Capabilities and Eliminate Need for LOAA
- Recover physically
- Learn non-medical leave need has diminished
- Prepare to return or reduce need for accommodation

Communicate Intent to Return
- Provide guidance from personal physician
- Provide expected return date and relevant details

Learn Steps to Return
- Learn requirements to return
- Schedule any follow up meetings required

Demonstrate Capabilities
- Perform fitness demonstrations, as needed
- Visit medical staff as needed
- Provide any additional information

Receive Placement
- Learn if returning to original or new role
- Learn if accommodations are ramp up are necessary

Complete Ramp Up
- Work hardening/work conditioning
- Ramp up time period

Address Challenges
- Determine that capabilities are not yet at the right level for the role
- Discover that role is a challenge or accommodations are inadequate
- Return to assess options, including accommodations

Exhaust Options
- Learn that the combination of capabilities and roles will not allow a full return
- Collaborate on other next steps, including termination

Meet Criteria and Return Fully
- Complete conditioning and ramp up
- Return to regular activity

Recognize Changing Capabilities
- Learn after full return that there may be a need for support
- Request additional support

Receive Updated Accommodations or Support
- Relate to receive any needed changes to continue effectively
- Return to accommodations or leave, as necessary

Continue Full Time Work
- Operate effectively at given role
- Return to accommodation and/ or leave processes only as necessary

This journey map is designed to reflect the perspective of employees when they are engaged in these activities. The journey map was produced using input from the providers of care, not the employees directly. The perception of the journey does not reflect how much effort is required to deliver these experiences, nor the potential of failing to deliver the experiences effectively if the foundations supporting the services are at risk.

Thinking

Employee

- I hope I can get the time I need to take care of my ailing family member.
- Will this impact my job if I ask to take a leave of absence?
- I'm unable to go to work, I hope I can get leave organized from home.

- These forms are very confusing and I'm not sure what they are asking of me.
- Do I need to take all the time at once or can I spread it out to accommodate what I need?
- I hope I can get the leave I need.

- When will I learn? I don't know what I'm going to do if this does not get approved.
- Will my doctor deliver the right information? Will it be understood correctly?

- How will my pay arrive? How will I know if my paycheck is correct?
- I hope it is really OK that I am on leave, and that it won't hurt my job.
- I hope I can get back to 100% soon so I don't need this accommodation.

- How much notice do I need to give about what is going on with my leave?
- Who do I need to keep updated?
- Will it be OK if I need to ask for a different accommodation?

- Now that I am recovering, will there be a job for me?
- Who needs to know what so that I can return?

- I hope I can pass to work 100%.
- Will I need to go on restricted duty?
- Can I get this scheduled quickly enough so I can return soon?

- I hope this works, and I can really return.
- I want to get through this quickly and get back to my job.
- I just returned to work and my badge is not working - what went wrong?

- I hope I'm in the right position, so I don't need to go through another leave or require another accommodation.
- I hope I can get another leave or an accommodation for what I need.

Benefit and Service Providers

- How can I make it clear what the employee will be responsible to do?
- How can I provide the right expectation, without over promising?

- How can we make sure the employee knows what types of leave are appropriate?
- I hope we can get the information on time.
- Health care providers can make it difficult to get required information in a clear and concise format.

- I hope I don't lose track of any employees going through this process.
- I hope all of the documentation arrives on time so this can be a quick and complete activity.

- Will the employee use up their leave before their need ends?
- Will the accommodation work?
- How will this impact the work on the line?

- I wonder what is going on, and if the employee will return on time.
- I am tracking to see if there are any deadlines that may arise.
- If an employee contacts ManuCo, I hope we, their supervisor, and the Third Party Provider will all know about it..

- I hope the employee's doctor gives us enough information so that we can really understand if the employee is 100%, or what restrictions there might be.
- It will be good if we can get the right information without hearing too much personal medical information.

- I hope there is a clear result and the employee can return.
- I hope the employee does not have restrictions, since we do not have open positions.

- I hope the employee can get back up to speed quickly.
- We have no more jobs for restricted duty, so I hope this will work out.

- The employees should know that we can still provide help for reasonable accommodations if something occurs.
- I hope the employee continues to improve, so the accommodations will not be needed.

Feeling

Employee

- I was glad the Third Party Provider could give me what I needed.
- I was disappointed I had to speak to a vendor to get started.
- I'm worried about what will happen to my job if I'm out for a while.
- How am I going to make ends meet if I am not able to work with my injury?

- Why do I need to fill out all of this paperwork? I'm the one that was injured.
- It was a bit stressful trying to get documentation from my doctor on time.
- I'm glad the Third Party Provider could contact my doctor directly.

- Why was the claim denied? I followed the instructions.
- I'm glad my claim was approved but I'm worried about job security when I go out on leave.
- It felt like I was in limbo. What would have happened if I was not approved?

- I'm glad to have this support.
- I was worried that my paychecks would be accurate and timely.

- I wish it was easier to remember what I had to do. I reached out, but was then told I needed to speak with someone else.
- I hope it is OK that I am still out.

- It felt like a lot of work to get all of the documentation together.
- I'm excited to get back to work soon. I hope I'll be able to return to my old job.
- I wonder if there is a better way to demonstrate this, the process was confusing.

- I'm glad to be able to get back to work. It was good that I could get my confirmation onsite.
- I had hoped I could get back to work when my doctor cleared me, rather than having to go through another review.

- I wasn't gone so long, I'm not sure this was necessary. I would rather have gotten back to work.
- I'm glad to have this time to get back up to speed.

- It was easier to ask for a change to the accommodations, because I'd been through it before and knew who to speak with.
- I'm worried what might happen to my job if I have to go on leave again.

Benefit and Service Providers

- I'm worried I gave false hope that certain leave will be covered, though it will not.
- I'm not sure the employee really got the message about what they will need to do.

- In some cases employees always seem to need more time to get documentation from their doctors. Maybe our deadlines are misaligned.
- Why can't this process be more digital?

- It feels like the right decision is made most of the time. In some cases the decisions might be generous.
- I wish I could do more to help the employee get everything organized in time.
- Why do I have to spend so much time checking data, why can't the process be more streamlined?

- I'm glad the employee has what they need. They appreciate the benefits.
- It feels odd that some who work for ManuCo will get different leave than others.
- While I'm glad we provide generous benefits, it seems clear that some are abusing the system.

- It always seems hard to tell when someone will really return.
- I hope we'll have a good role when the employee returns.
- I wish there was a way we could keep the employee better engaged during leaves. There is a risk that they might choose not to return.

- Too often there is a disconnect between what we want to know and what we learn from the medical provider.
- Sometimes we are surprised by the timing when the employee returns.

- I'm glad we have a vendor who can confirm the medical readiness.
- I'm glad we have the job demands all lined up, so we can find ways for this employee to continue to contribute.
- Sometimes employees who are out on Long Term Disability can just drop off the map.

- I worry that after they return to what they had been doing, that will begin a cycle of the employee having a repeat injury.

- It feels good to see people return.
- When we are managing with restrictions we can tell it is difficult on the lines to be able to perform as we need to.

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Stakeholder Legend: Benefit and Service Providers; Employee

Color Guide Legend: No Material Issue Found; Issue; Moderate Issue; Positive Experience

Leave Percentage: Percentage of employees currently on leave, in aggregate, by site, and by type of leave

Protected Jobs: Count and percentage of jobs currently protected, by site

Cost per Visit for ManuCo: Total ManuCo dollars spent on medical visits divided by total visits

Lost Workdays: Count of lost workdays and count of lost workdays divided by expected workdays, per site

Deadlines Missed: Percentage of leave requests where the needed documentation does not arrive before the initial deadline

Average Back to Work Time: Average time for staff to return to work after injury, overall and by injury type

Cost to Serve Employee for LOAA: Cost to provision services for the site divided by employees at the site

Provider of Choice Utilization: Percentage of visits for Worker's Compensation held by ManuCo's preferred provider

LOAA Service Ratio: Count of employees covered by internal LOAA resources divided by count of internal LOAA resources

NPS Score: Employee satisfaction score for LOAA vendor, by site and type of leave

Restricted Work Percentage: Percentage of employees' hours for those on restricted duty that are filled with work

LOAA Cost Ratio: Amount of benefits paid and costs incurred by count of users and count of employee covered

Information Sources: – Stakeholder Interviews – Existing Documentation

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