

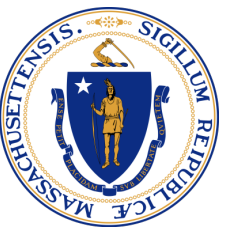


**THE COMMONWEALTH OF MASSACHUSETTS
Human Resources Division**

Commonwealth Transition to Leave Management Services Provided by Workpartners

June 28, 2022





Introduction

- Early 2020 – Decision to pursue Third Party Administrator (TPA)
- September 2020 – February 2021 – Request for Response (RFR) and Workpartners selected as successful bidder
- March 2021 – July 2021 – Negotiated Statement of Work (Contract)
- August 2021 – Submitted Request for Approval to State Auditor
- November 2021 – Received approval from State Auditor
- December 2021 – Executed contract with Workpartners
- January 2022 – Kicked off implementation
- August/September 2022 – Go-Live



Introduction

Pain Points in Leave Administration without a TPA

- Lack of real-time information exchange between employees, HR, and managers/supervisors
- Compliance and Program Integrity Concerns
 - Inconsistent application of leave policies → increased compliance risks related to federal/state laws
 - Leaves approved that are inconsistent with program requirements
 - Varying methods of documenting leave details, hindering ability to analyze patterns and flag issues
- Impacts on Agency Operations
 - Difficulty tracking utilization of leave benefits (frequency and duration), especially concurrent and intermittent leaves
 - Communication gaps leading to employees not returning to work timely



Introduction

Leaves to be managed by Workpartners

- Federal Family and Medical Leave Act (FMLA)
- Massachusetts Paid Family and Medical Leave (PFML – M.G.L. c. 175M.)
- Employer Extended Family and Medical Leave Policy (CBAs and Red Book)
- Earned Sick Leave (M.G.L. c. 149)
- Massachusetts Parental Leave Act (MPLA)
- *Ad Hoc* Sick Leave
- Small Necessities Leave Act
- Pregnant Workers Fairness Act
- Extended Illness Leave Bank (EILB)
- Legislative Sick Leave Banks

Confidentiality and Privacy Enhancements with Workpartners

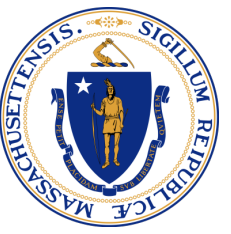


- Trained Professionals
 - Workpartners representatives trained in managing confidential information with professionalism and compliance with state/federal laws and Commonwealth policies
 - Experience managing confidential and protected health information for other public sector, public safety, and healthcare clients
- Security Based on User Roles
 - Moving data from Commonwealth workspaces accessible to non-HR staff behind a login wall and user role assigned in self-service portal (Absence Tracker), with access only to those staff privy to such data
 - Minimize risk of non-HR employees inadvertently overhearing conversations between HR peers, especially in settings where HR and non-HR employees share the same workspace



Data Security and Encryption

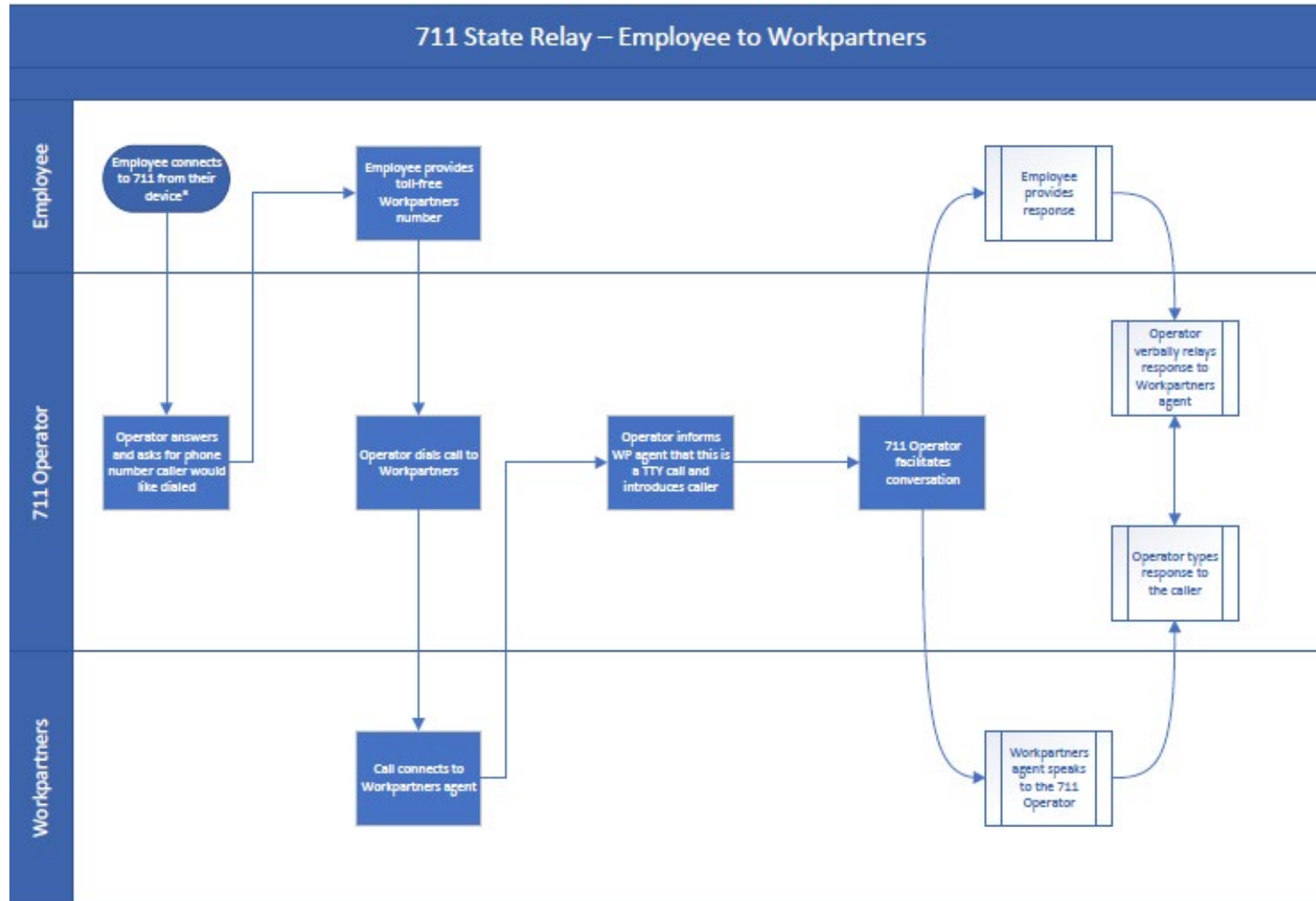
- Employee data is encrypted before it leaves HR/CMS and while in transit between the Commonwealth and Workpartners through SFTP (Secure File Transfer Protocol) servers
- The Commonwealth only provides data necessary for administering leave (e.g., employee SSN is not provided)
- Workpartners software (AbsenceTracker) is SOC 1 Type 2 certified
- AbsenceTracker data security architecture is designed using industry standard
- Workpartners' parent company, UPMC, is HITRUST certified (infrastructure and IT services)
- UPMC engages an external audit firm for annual SOC Type 2 examinations
- Workpartners is compliant with applicable privacy laws and regulations



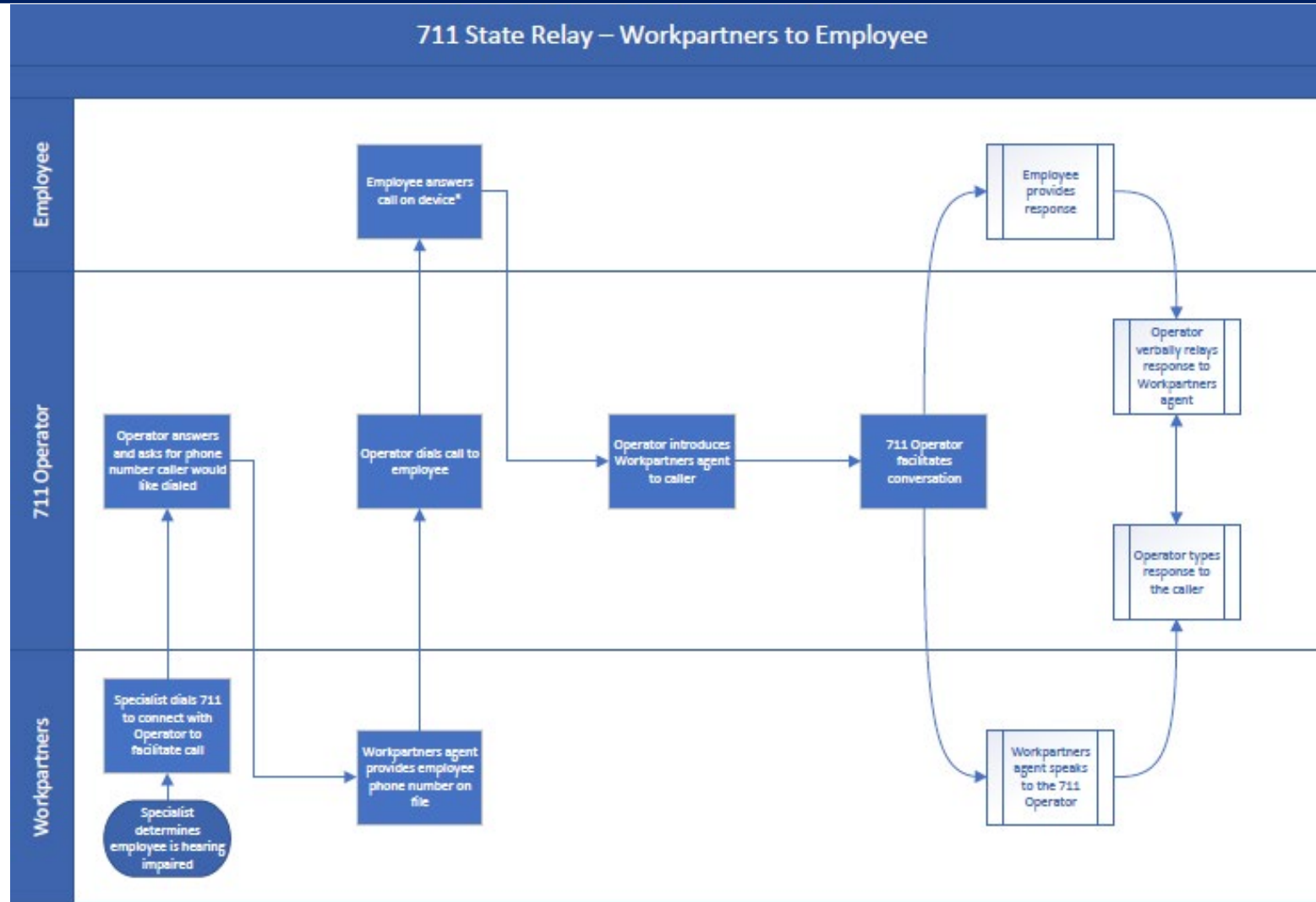
Accessibility

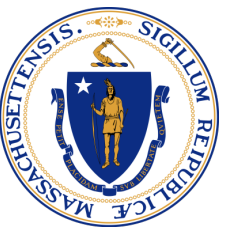
- Workpartners offers multilingual services for employees reporting a day-to-day sick absence or requesting a leave
- After calling Workpartners, caller will be prompted with an option to select multilingual services to be routed to Workpartners' multilingual member services team
- Workpartners supports TTY services
- Workpartners offers an application that overlays the self-service portal (Absence Tracker) to improve accessibility

Accessibility



Accessibility





Advantages to Employees

To support the general employee population, Workpartners will:

- Provide 24/7 services such as self-service reporting to file a leave request or check leave status, and U.S.-based after-hours call center support
- Provide general information regarding leave options to employees considering possible leave (e.g., family planning, necessary but non-emergency surgery)
- Provide a positive experience through courteous service, clear communication, and consistent administration
- Provide high-touch case management
- Provide referral assistance for support services such as wellness and Employee Assistance Program (EAP), as needed
- Enhanced communication and information sharing regarding leaves



Advantages to B.U. Supervisors/Managers



To support the supervisors and managers, Workpartners will provide:

- Enhanced communication and information sharing regarding leaves, without sharing confidential or protected health information
- 24/7 access to employee real-time leave information, without sharing confidential or protected health information
- Instant absence notification in portal and by email
- Improved ability to track and manage leaves, including intermittent leaves
- Increased productivity due to reduced administrative burden

The New, Enhanced Employer and Employee Experiences with Workpartners

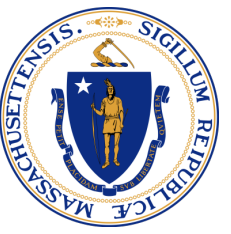


Employee

- **One-stop shopping** where employees can engage with confidence with trained personnel about their leave needs
- **Increased security** of confidential and protected information by moving data from agency workspaces to Workpartners' secure servers
- **Ability to report absence or request leave at any time of day** via phone call or self-service web portal
- **Dedicated phone number** to report an absence/leave that will not change even if the leave specialist changes
- **Self-service portal (Absence Tracker)** to review leave utilization and real-time status of leave requests
- **Multilingual and TTY** services
- Timely, complete, and accurate response to Department of Family and Medical Leave's (DFML) request for information so that an employee's claim to DFML for PFML payments are processed as quickly as possible

Supervisors / Management

- **Self-service, real-time portal (Absence Tracker)** for reviewing employee leave requests and utilization
- **Thorough checks and balances of timesheet data and Workpartners records**
- **In-house medical expertise** from Workpartners to ensure highest quality of support
- **Reducing PFML overpayments** through timely, complete, and accurate response to Department of Family and Medical Leave's (DFML) request for information
- **Enhanced data and analytics** to help supervisors, managers, and agency leaders effectively manage operations



Process

Intake Call for Continuous and Intermittent Leaves

- For all calls, Workpartners validates employee information and determines nature of the call
- For new continuous and intermittent leaves, Workpartners will ask employee:
 - Whether leave is continuous vs. intermittent
 - Reason for leave, including family member details if leave is for family member
 - Whether absence is due to an injury sustained during course of employment
 - Whether absence is due to flu-like symptoms, suspected COVID, or confirmed COVID
 - How employee intends to be paid during their leave
 - Employee's preferred contact methods
- For absences covered by an existing intermittent leave, Workpartners will ask employee:
 - Whether absence is for scheduled office visit vs. incapacity
 - Start and end time of absence (i.e., how many hours the employee is expected to miss from work)
 - Whether the absence is during an OT shift (mandatory, voluntary, or not OT)



Process

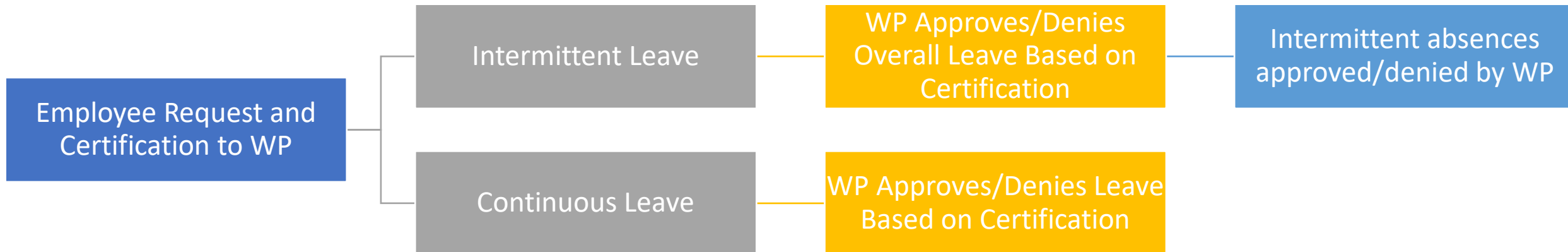
Intake Call for Day-to-Day Sick Absences

- For all calls, Workpartners validates employee information and determines nature of the call
- Day-to-day sick absences also include prescheduled routine medical appointments, which employees can report to Workpartners in advance of the absence date.
- Workpartners will ask employee:
 - Whether absence is employee sick vs. family sick
 - Start and end time of absence (i.e., how many hours the employee is expected to miss from work)
 - Whether the absence is during an OT shift (mandatory, voluntary, or not OT)

Process



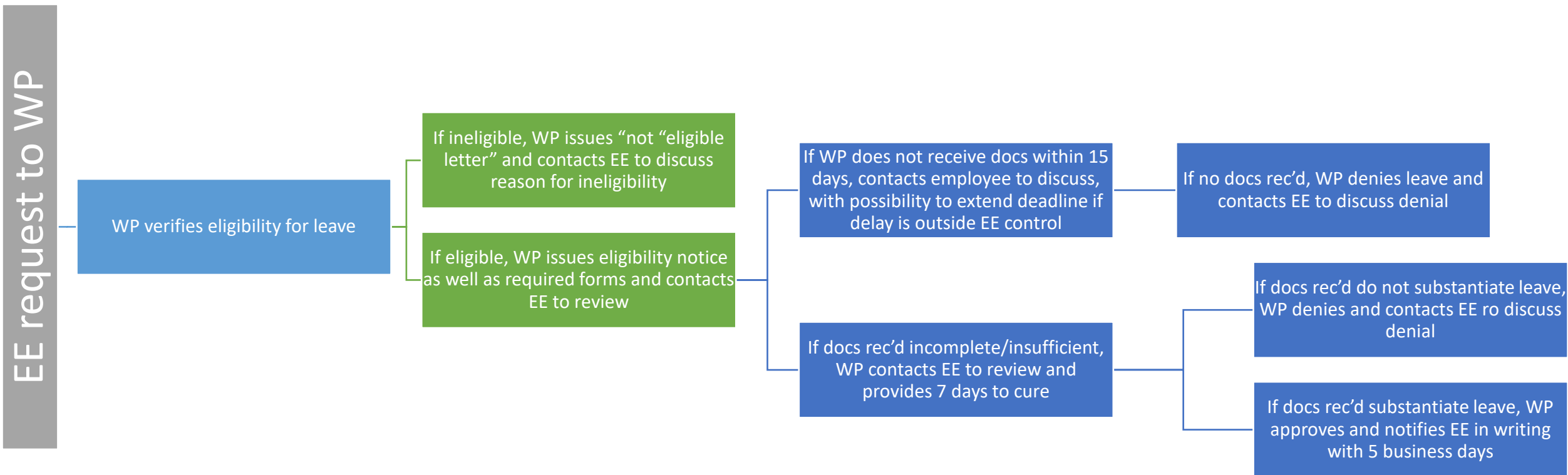
Approval/Denial Authority – FMLA/PFML



Process



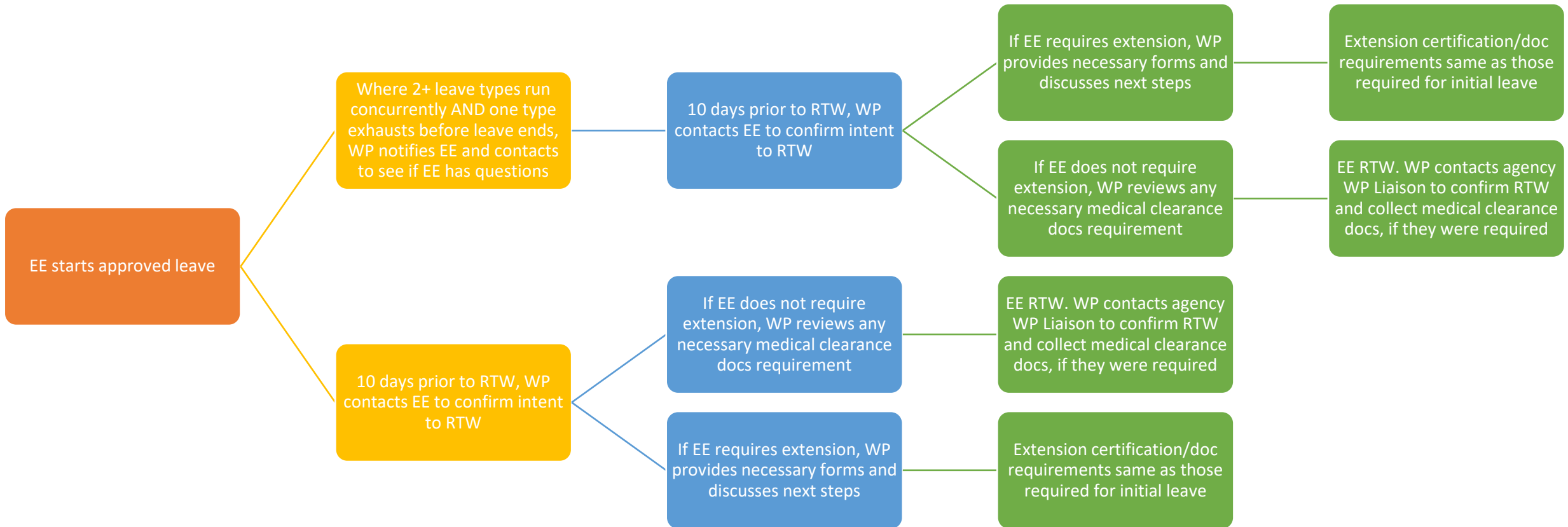
Workpartners Interaction with Employee During Leave Application Process

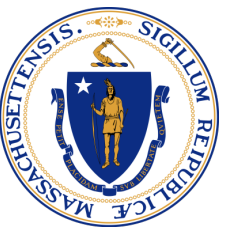


Process



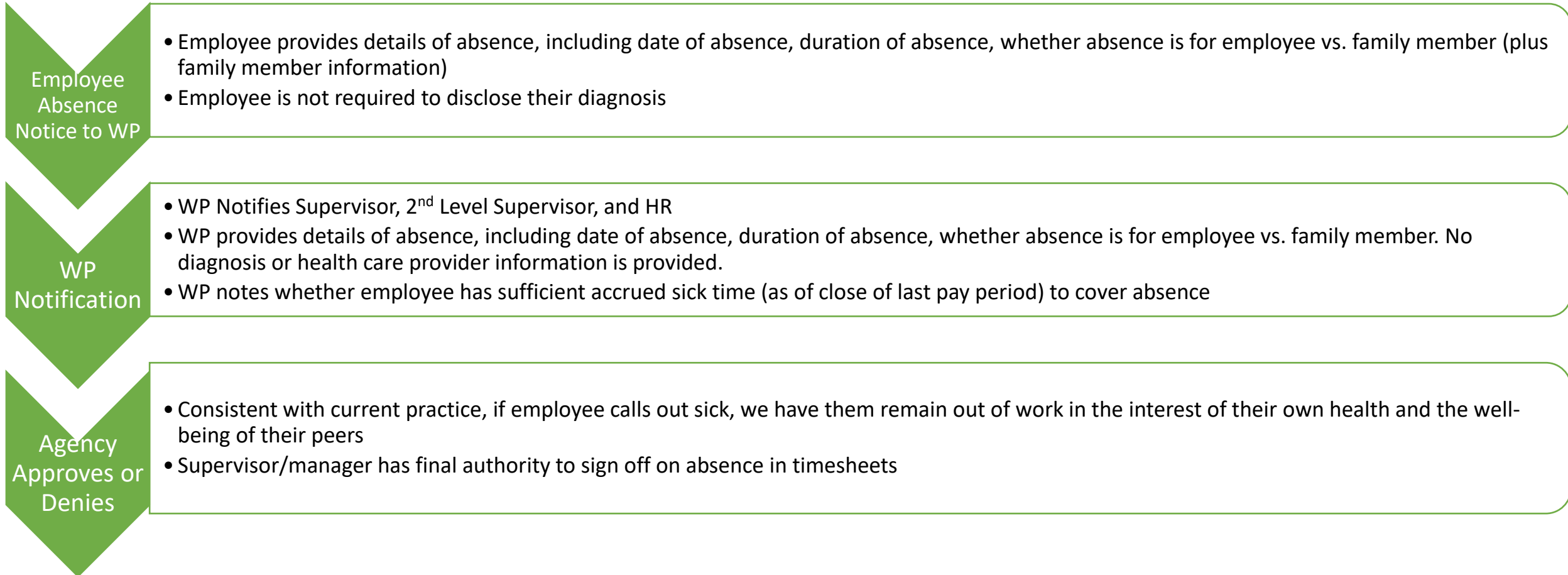
Workpartners Interaction with Employee During Approved Leave





Process

Approval/Denial Authority – Day-to-Day Sick Absence



Process



Supervisor/Manager Responsibilities and Access to Information

• Responsibilities

- Continue to ensure accountability for time and attendance in accordance with CBAs, utilizing Workpartners records for verification
- Continue to find coverage for absences, where necessary
- Continue to communicate with employee regarding institutional knowledge necessary for business operations

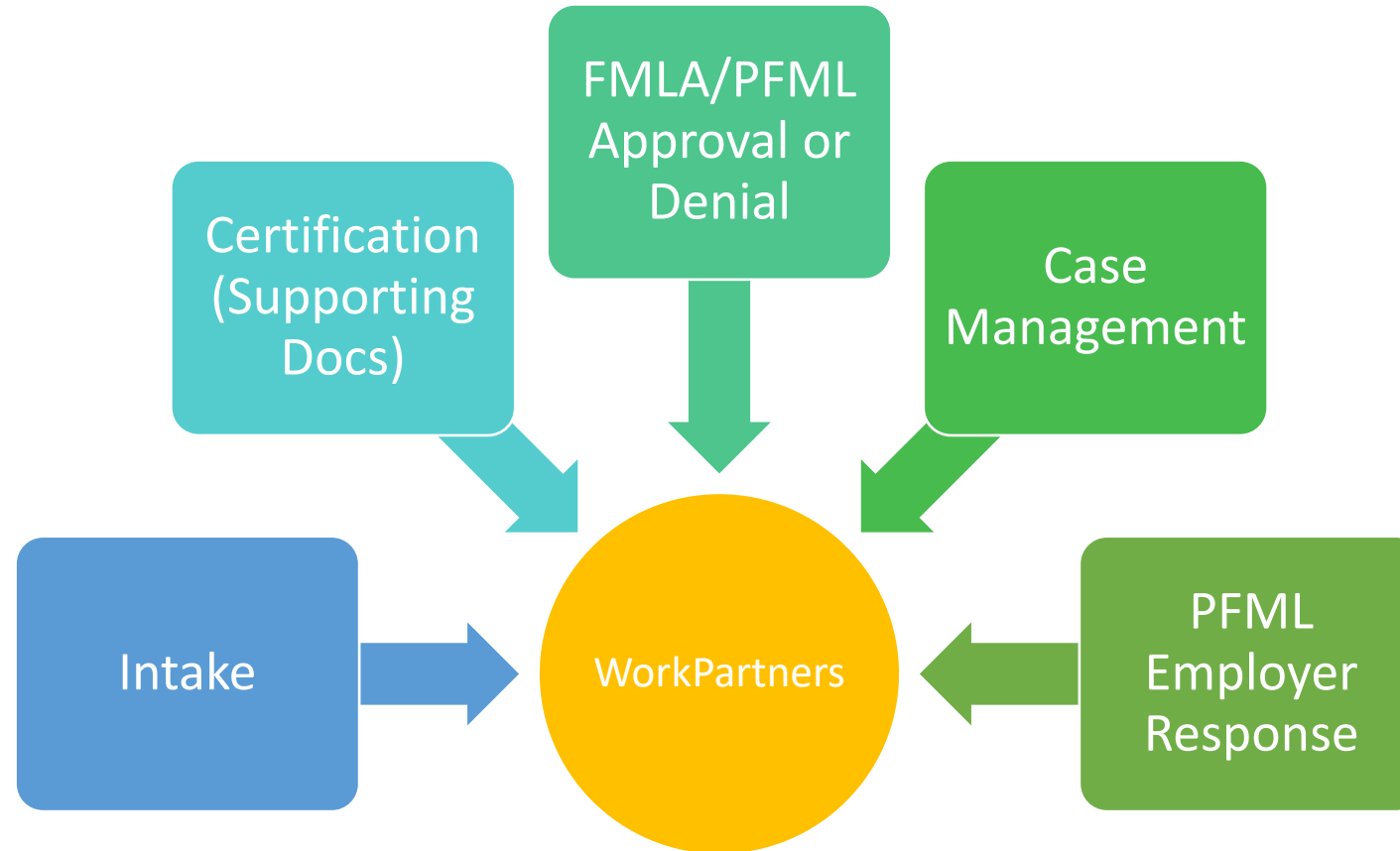
• Access to Information

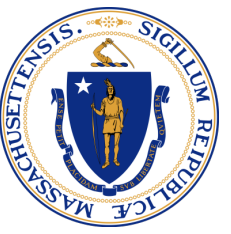
- Increased visibility to employee past absence/leave utilization and real-time status of FMLA/PFML request via self-service portal (Absence Tracker)
- Continued inability to access protected health information of employee or employee's family member on record for HR, including diagnosis

Future State



Certain transactions will transition to WorkPartners





Future State



Commonwealth

- Payroll coordination
- Benefits coordination
- Workers' compensation coordination
- HR/CMS maintenance
- Program integrity



WorkPartners

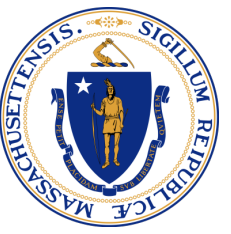
- 24/7 communication channels
- Employee intake
- Certification
- Approval/Denial of leave
- Case management
- Periphery support services (e.g., translation, EAP referral)

Future State



After implementation, the Commonwealth will still own some tasks including:

- Coordination of Group Insurance Commission (GIC) benefits impacted by the employee's leave
- Coordination of workers' compensation claim processing
- Coordination of accurate timesheet entries of leave hours
- Coordination of Extended Illness Leave Bank (EILB) membership maintenance
- Maintenance of employee's HR/CMS record, including leave status changes
- Sharing of aggregate leave data with Agency leadership to support operational needs
- Engage in program integrity efforts to prevent, identify, and mitigate fraud and abuse



10-Week Transition Period

Temporary Dual Notification Period

- September 22, 2022 to no longer than December 3, 2022
- Built-in redundancies for the success of the program as employees familiarize themselves with the new process
- Adjustment period during which employees will be reminded by Workpartners to report absence to supervisor AND employees will be asked by supervisor to confirm whether the employee has already reported absence to Workpartners
- Agencies will not seek discipline for employees reminded to report absence via both systems
 - NOTE: Employees may be placed in progressive discipline track in the event that they refuse to report absence to Workpartners when directed by supervisor/manager or refuse to report absence to supervisor/manager when requested by Workpartners



Questions?



Appendix: Employee Experience

Pre-TPA Implementation	Post-TPA Implementation
<p>Calling Out Sick When I'm sick and need to call out of work, I call my supervisor or shift leader. Sometimes I can't reach them, so I leave a voicemail or text them.</p>	<p>Calling Out Sick When I'm sick and need to call out of work, I reach out to the TPA by phone and speak to a live person who informs my supervisor, manager, and HR in real-time of my absence. I can also use the self-service portal to report my absence to the TPA.</p>
<p>Requesting Family or Medical Leave I need to be out of work because my health condition prevents me from working or because of a family reason. I'm not sure who I should talk to from my employer about my need for leave.</p>	<p>Requesting Family or Medical Leave I need to be out of work because my health condition prevents me from working or because of a family reason. I call the TPA or contact them via the self-service portal. A representative from the TPA calls me and: 1) explains my options, 2) explains what I need to do, and 3) notifies my supervisor, manager, and HR of my request for leave.</p>
<p>Support During My Leave I have questions about the status of my leave or want to update my employer on my work status, but I don't know who to contact. If I contact my direct supervisor, they will probably know what to do or know who I should talk to.</p>	<p>Support During My Leave A representative from the TPA will contact me during my leave to see if I have questions about the status of my leave or want to update my employer on my work status. Alternatively, I can call the TPA and speak to a live person who will help me and update my supervisor, manager, and HR.</p>
<p>Tracking My Leave I want to know if my family or medical leave request is approved and track how much time I've taken. I'll need to contact someone at HR who can give me an update and calculate the leave time that I've used. HR can tell me the status of my leave, but they will need some time to calculate how much leave time I've taken.</p>	<p>Tracking My Leave I want to know if my family or medical leave request is approved and track how much time I've taken. I can log in to the TPA's self-service portal and see in real-time the status of my leave requests and how much leave time I've taken.</p>
<p>Ending My Leave I'm ready to end my leave and return to my regular work schedule earlier than planned but I'm not sure what I need to do or who I need to notify. I will return to work early and talk to my supervisor about my situation.</p>	<p>Ending My Leave I'm ready to end my leave and return to my regular work schedule. A representative from the TPA contacted me a couple of weeks before my leave is set to expire and explained what I need to do. They said that they will notify my supervisor, manager, and HR of my earlier return from leave.</p>
<p>Supervising Employees on Leave An employee whom I supervise is out sick or is on family medical leave. I need to track their absence or leave based on my records of their call-outs and notices from HR about their family medical leave.</p>	<p>Supervising Employees on Leave An employee whom I supervise is out sick or is on family medical leave. I can track their call-outs, the status of their family medical leave, and their return to work date in real-time via the TPA's self-service portal.</p>