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Compensation & Benefits Committee - AWCBC Jurisdictional Update Report

Committee Member: Craig Noseworthy	From: Newfoundland and Labrador	Date: September 2016
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Mandate	<i>Defines expectations / responsibilities. Facilitates better focus on objectives and activities by which the committee operates.</i>
The AWCBC Compensation & Benefits Committee works collaboratively to share experiences, identify and improve claim-related outcomes and identify and action opportunities around operational, research and policy development initiatives.	

Goals	<i>Based on your mandate, set realistic and specific goals. What is the long-range aim? What do you hope to achieve?</i>
1. To share jurisdictional experiences and knowledge.	
2. To put before the committee, emerging issues that are deemed high priority, for consideration of planning	
3. To identify, plan, and carry out specific projects for the benefit of the committee members and their respective jurisdictions.	
4. To be available to other AWCBC / national committees to provide input and or partner with when requested.	
5. To provide feedback to AWCBC Executive when required or requested.	

Return to Work Outcomes

Objectives <i>Improving Return to Work Outcomes/Reducing Durations (Share work that is being done within your organization to support RTW, reduce duration etc)</i> <ol style="list-style-type: none"> 1. Organizational Changes to support RTW 2. New Initiatives 3. Best Practices 4. Outcomes 	Activities	Target Date(s) / Status	Budget
<p>Claims Management – a strategic investment - Pensions</p>	<p>The Pensions area of the Extended Services Unit is an integral part of services that are provided to workers and their families. This area provides service to workers who have dealt with serious illnesses as a result of exposure to substances in the workplace and to the dependents of workers who have died as a result of occupational disease. In the case of accidental fatalities, the calculation and payment of dependency benefit entitlement and burial expenses are also the responsibility of the Pensions staff. In addition, this area is responsible for the payment of life pensions for pre-1984 injuries (PPD's) as well as the payment of Pension Replacement Benefits for workers over the age of 65 who demonstrate pension loss (i.e. CPP and/or ESPP) as a result of their work related injury.</p> <p>The Pensions area has had no changes or improvements in the payment system since the 1980's and there are a lot of manual processes concerning the calculation and payment of these benefits. It was identified that the Pensions payment process required extensive technical changes and business improvements for accuracy, auditing and client service. For this reason, in 2016, WorkplaceNL strategically invested into the Pensions area in order to address the identified internal control weaknesses and to revamp and automate the pension payment process concerning the calculation, payment and cessation of pension benefits, in turn, reducing the processing time associated with these payments. This initiative is expected to continue into 2017 and WorkplaceNL is looking forward to the efficiencies and service improvements that will be realized as a result of this strategic investment.</p>		

<p>Integrated Client Service Strategy</p>	<p>The integrated client service strategy is redefining how we deliver programs and services and will impact the organization at all operational levels. The integrated client service strategy will provide a strategic framework that will:</p> <ol style="list-style-type: none"> 1. Establish a more integrated, organization-wide “we are one” system approach to service delivery 2. Align the cultural focus of the organization to a “client-first” culture that focuses first and foremost on the service needs of the injured workers and employers that it serves 		
<p>Educating Health care providers</p>	<p>Work is ongoing through liaison committee meetings, oral and written communication, and collaboration with the Memorial University School of Medicine to help ensure improved knowledge of WorkplaceNL and Early and Safe Return To Work ESRTW amongst physicians. One specific area of focus is on educating physicians on their role in ESRTW and providing advice on how to manage injured workers better. This includes education for physicians on how to complete the physicians report of injury (form 8/10) and the importance of providing accurate diagnosis, medical management strategies and functional information for recovery at work efforts. Promotion of disability management guidelines and related resources is part of this discussion, in particular as it relates to healing times.</p> <p>In Q2, two separate lectures were delivered to first and second year medical students on occupational medicine. These sessions included role playing with actors presenting as injured workers. The first year session focused on occupational history taking and the second year group concentrated on identifying and resolving barriers to ESRTW.</p> <p>During Q4 of 2015, an In Service was delivered to particular emergency room physicians, as well as physicians in remote areas of the province.</p> <p>On an ongoing basis, a WorkplaceNL physician meets with a physician at the College of Physicians and Surgeons of Newfoundland and Labrador who works closely with new immigrant physicians. The focus is on ensuring new physicians to the province are educated about ESRTW.</p>		

<p>Disability Guidelines</p>	<p>We are using the Reed Group Disability Guidelines to provide information to stakeholders and staff. The guidelines are not used as evidence and therefore are not used for decision making but may be used as a reference for case planning, determining medical intervention and generally to assist with having a knowledgeable case management team. The guidelines are only discussed with injured workers and their healthcare providers however we are finalizing a process of sharing paper copies of disability guideline information with injured workers and their healthcare providers. Roll out is planned for Q3 2016.</p>		
<p>Eastern Health – Reducing Workplace Injuries through Safe handling and Improving Early and Safe Return to Work (ESRTW)</p>	<p>Eastern Health is the largest integrated health authority in Newfoundland and Labrador with 13 000 health care professionals. Both Eastern Health and WorkplaceNL have worked collaboratively to review data and identify areas within Eastern Health that may benefit from a shared initiative to address injury rates, claim costs and improved safe work practices.</p> <p>The primary source of a workplace injury in Eastern Health can be attributed to resident handling, aggression and materials handling. The occupations most affected by those include licensed practical nurses, personal care attendants and registered nurses.</p> <p>The overall goals are to reduce lost time injuries, increase protection, embrace the ESRTW program and provide better safety performance outcomes. Project objectives:</p> <ul style="list-style-type: none"> • Implement the safe resident handling program with extensions to other sites • Identify risk assessment tools/techniques and best practices to develop and implement training for care providers to mitigate the risks of injury due to resident aggression • Observe and review best practice evidence to inform the development and implementation of a safe materials training program within Eastern Health • Reconnect the injured worker to the workplace as soon as possible following the injury through the ESRTW process <p>The shared initiative aims to:</p>		

	<ul style="list-style-type: none"> • Improve the use of safe work practices among workers • Heighten awareness of health and safety in the workplace • Meet legislative compliance for MSI prevention and workplace violence • Improve management and staff accountability for performing tasks safely • Enhance the safety culture within the organization • Improve the ESRTW process through the shared responsibilities of the workplace parties. 		

Service Delivery/Quality Initiatives

Objectives <i>Service Delivery/Quality Initiatives</i> <i>Share what is being done in your organization to improve Customer service delivery and to support Quality service/decisions to stakeholders.</i>	Activities	Target Date(s) / Status	Budget
<ol style="list-style-type: none"> 1. New Initiatives 2. Best Practices 3. Outcomes 			
4 Disciplines of Execution (4DX)	<p>To help WorkplaceNL meet its strategic goals of excellent client service, Franklin Covey Canada Limited has been engaged to deliver its “4 Disciplines of Execution”(4DX) training to all of the WorkplaceNL’s managers who supervise employees. The program facilitating the internal development of tactics to deliver the highest level of client service. The four disciplines are:</p> <ol style="list-style-type: none"> 1. Focus on the wildly important goals to achieve what really matters 2. Act on the lead measure – activities that produce results 		

	<p>3. Keep a compelling scorecard to help motivate staff to win</p> <p>4. Create a cadence of accountability – each team engages in a simple weekly session that highlights successes, analyzes results and course corrects as necessary.</p> <p>A 4DX summit in Q1, 2016 gave all 4DX teams an opportunity to present to Senior Management and provide first-hand accounts of the challenges and benefits of 4DX. The challenges the team encountered helped develop lessons learned for future expansion. In addition to improvements in client service, some teams also reported added benefits of increased team work, improved processes and improved communication. The summit also gave senior management an opportunity for direct dialogue with the teams. Year-end highlights and improvement reports were developed through surveys completed by employers and workers.</p>		
<p>2015 Year End WHSCC Highlights Reports – Employers Survey</p>	<p>See Attached year end highlights from the employers survey</p>		
<p>2015 Year End WHSCC Highlights Report – Injured workers survey</p>	<p>See Attached year end highlights from the injured workers survey</p>		

Human Resources/Training

Objectives <i>Human Resources/Training</i> <i>Share information on staff related issues including training, recruitment, management oversight etc..</i> 1. Staffing Issues 2. New Initiatives 3. Training	Activities	Target Date(s) / Status	Budget
Changing Minds Program	This program is a two-day, eight-module, innovative multi-use education program that provides effective communication tools to help people better understand mental illness. The program educates participants on the signs and symptoms of mental illness, thereby facilitating greater understanding and reducing the misconceptions and stigma associated with mental health issues. Participants will receive practical hands on techniques to assist in front line intervention including effective communication, suicide prevention, de-escalating a potentially difficult situation, psychosis intervention, as well as an in-depth understanding of mental illness from the perspective of individuals with lived experience. A manual is provided to participants to use as a reference guide following the program.		
Mental Health First Aid	The Mental Health First Aid (MHFA) training course was developed to help people provide initial support for someone who may be developing a mental health problem or is experiencing a mental health crisis. Just as physical first aid is administered to an injured person before medical treatment can be obtained, MHFA is given until appropriate treatment is found or until the crisis is resolved. MHFA was developed in Australia at the Centre for Mental Health Research at the Australian National University in 2001. Since 2005, the program has been developed, evaluated and disseminated nationally and internationally in 18 countries. Mental Health First Aid Canada came under the leadership of the Mental Health		

	<p>Commission of Canada (MHCC) in February 2010. MHFA can only be delivered by approved instructors.</p> <p>The course aims to improve mental health literacy, and provide the skills and knowledge to help people better manage potential or developing mental health problems in themselves, a family member, a friend or a colleague.</p> <p>The program is 12 hours (2-days), however, there is a 14-hour version of the program, especially designed for adults who interact with youth. It is essentially the 12 hour program with an additional 2 hours focusing on different mental health issues that usually affect youth. It is an interactive course that provides a supportive group learning environment. Practical skills are taught using a model that is easy to remember and apply in real-life settings. Participants will receive a certificate and a first aid manual, which covers the course content and provides additional resources.</p> <p>WorkplaceNL representatives met with instructors from both the Changing Minds and the Mental Health First Aid programs to discuss their programs and their requirements for delivering training. The CMHA-NL recommends that the Changing Minds Program be completed before the MHFA program so that participants have the background and the right mindset to learn the MHFA component.</p>		
<p>Statutory Review</p>	<p>A statutory review is required every five years under the NL Workplace health, Safety and Compensation Act. The review provides an opportunity for Newfoundlanders and Labradorians' to participate in reviewing the province's workers compensation system.</p> <p>The Statutory review "Working Together -- Safe, Accountable, Sustainable" is now available via : www.gov.nl.ca/lra/workingtogether . Based on extensive consultation, the report has 42 recommendations, with an additional 90 recommendations related to a technical review of the Workplace Health, Safety and Compensation Act. The</p>		

	Government is in the process of reviewing and providing a response to the recommendations.		
KPMG Business Review	<p>A business process and capacity planning review of workplaceNL occurred in 2014. The objective was to identify efficiencies and improve effectiveness of business processes.</p> <p>A working committee comprised of management and union identified areas of review. Eleven areas were identified and the KPMG team conducted reviews of background documents, interviews with the steering committee, working committee, conducted focus groups with staff and conducted a deep dive in the 11 service areas.</p> <p>From the review there were 90 recommendations identified and the working committee is in the process of reviewing the recommendations, developing an action plan with time lines for implementation.</p>		

Emerging issues/Changes in Policy or Legislation

Objectives <i>Emerging Issues/Changes in policy or Legislation</i> 1. Share information that is related to changes in legislation, policy and other significant changes within your organization	Activities	Target Date(s) / Status	Budget
Second Injury Relief Policy ES-11	Policy revisions are being proposed to provide clarification of cost relief to employers for subsequent injuries that occur while a worker is undergoing medical rehabilitation for a work injury. Policy ES-11 outlines the situations where cost relief can and cannot be provided. The proposed change will allow cost relief for injuries that occur during a health care rehabilitation program. Those costs will be redirected from the injury employer to all assessed employers under collective liability. Hence, these revisions will benefit employers. Additionally, the policy reference to employer cost relief for hearing loss claims is being removed as hearing impairment caused by noise is listed as a scheduled industrial disease, and such costs are not charged to the injury employer.		
Proportionment Policy EN-02	WorkplaceNL is revisiting the fundamentals of this policy. Revisions are proposed to address the rating of the proportioning factor. Under the proposed policy amendments, only a major proportion factor will be considered when applying proportionate compensation. Therefore, minor and moderate proportioning factors will be removed. Also, in an effort to make the policy clear and consistent, both the proportioning factor and work injury definitions have been changed. Additionally, the timing of a proportionate compensation decision has changed and will now be communicated as part of the Extended Earnings Loss decision. It has been recognized that a long standing practice has been in place to identify claims that were accepted as an aggravation of a pre-existing condition in accordance with the definition of injury in the WHSC act. The policy will be revised to include a reference to claims accepted on that		

	basis. The proposed changes will clarify the application of the policy and maintain a balanced approach to proportioning compensation.		
Administrative Cost Relief ES—13	This is a new policy that is being proposed which provides an overview of how claim costs impact employers accounts. As a rule, administrative cost relief for a specific employer account is not granted for reasons related to the administration of the system. With the nature of the work performed, the volume of decisions processed, and the extent of factors outside the control of WorkplaceNL, administrative errors and/or delays are not considered for cost relief. However, administrative cost relief may be considered on issues related to an entitlement decision if an appeal confirms there has been an error in applying a policy or the Act, and the error has resulted in claim costs which would not have otherwise been incurred. The employer will be considered for administrative cost relief if the appeal is made within the appropriate timeframe outlined in the entitlement decision and the internal review process.		

Other Topics/issues happening in the jurisdiction that would be of interest nationally

Objectives	Activities	Target Date(s) / Status	Budget
Online Certification Training Registry	<p>In October 2015, WorkplaceNL launched the first-of-its kind, online, multi-stakeholder Certification Training Registry (CTR) in NL. Now, workers, employers and OHS Officers can access up-to-date training records through a smartphone or any web-enabled device to ensure that a workplace is compliant with OHS requirements. Within 3 years, there will be no need for paper certificates. As the estimated 170 000 existing paper certificates expire, workers successfully completing training will receive an electronic training record. Anyone can search the CTR's online marketplace for a listing of WorkplaceNL-approved trainers for mandatory safety training for the following certification training standards: OHS Committee, confined space entry, fall protection, traffic control person, power line hazards, mine rescue and diving. First aid will be available in the CTR in this year.</p> <p>See link for FAQs on the Certification of training Registry http://www.whscc.nl.ca/download.aspx?ID=2f06618c-a6b2-4337-9837-05cd7374cc4c</p>		

KPI's

Objectives: <i>reporting KPI outcomes</i>	Activities	Target Date(s) / Status	Budget
<ul style="list-style-type: none"> Time to initial payment Short term duration Long term duration RTW outcomes 			
KPI's	See Attached		

Technological Updates

Objectives: <i>What is new/upcoming in the jurisdiction that will be of national interest.</i>	Activities	Target Date(s) / Status	Budget
<ul style="list-style-type: none"> Share information 			
Form 8/10 Physician's report of injury	Working towards on line reporting for Physicians by Q4		

**Topics to be discussed at Fall meeting
(Identified at the Spring meeting)**

Objectives	Activities	Target Date(s) / Status	Budget
B.C. 's Mental Health Recovery guides	Presentation/discussion by B.C. on their mental health recovery guides		
N.S. coaching model	Presentation by NS on their coaching model		
Manitoba	Presentation by Dr. Cosman		
Psychological injuries	Any new issues to be updated here		
Flexible work arrangements	<p><u>Compressed Working Arrangements</u> WorkplaceNL has a compressed work week program whereby the employees work extra time for a number of days and then receives a day off without losing pay or an annual leave day. Two separate programs for bargaining and non-bargaining.</p> <ul style="list-style-type: none"> • See attached Common Questions and Answers for the bargaining compressed work week program. • See attached procedure 5-14: Compressed Work Week for bargaining unit. • See attached compressed work week contracts for bargaining and non bargaining. <p><u>Telecommuting</u> Not available at WorkplaceNL.</p> <p><u>Flexible Work arrangements</u> WorkplaceNL is committed to providing employees with as much flexibility as possible in arranging their daily work schedule subject</p>		

	<p>to operational requirements. Staff must be present between the core hours of 10 a.m. to 3 p.m. in conjunction with the director/manager, staff can work out a flex hour schedule</p> <ul style="list-style-type: none"> • See attached procedure HR 5-03: Flexible Hours of work <p><u>Hours of work</u></p> <p>WorkplaceNL hours of work are shortened by ½ hour during the summer months.</p> <ul style="list-style-type: none"> • See attached procedure HR 5-01: Hours of work 		
Case management systems	<p><u>Claims Management System – the Claims Management Model (CMM)</u></p> <p>Managing claims duration is a priority for WorkplaceNL and in efforts to achieve further reductions in offsetting the negative impacts that claim duration can have on an injured worker’s return to work and overall financial costs to the workers compensation system, WorkplaceNL implemented a duration strategy which is the claims management model.</p> <p>The CMM addressed internal factors within WorkplaceNL’s control. The CMM included an integration of the web strategy and the development of Key Performance indicators.</p> <p>The attached power point is a summary of the Multi Year Phased in approach of WorkplaceNL’s CMM. The power point includes snapshots of what the application looks like.</p> <p>Strong reporting mechanisms were developed as a result of the CMM and attached is an example of the case managers dashboard report. Also attached is the manager/director summary report as well as the executive summary report that is provided to our executive team.</p>		
Customer/Client Service training	To be updated under service deliveries/quality initiatives		
Internal Training	To be updated under human Resources/training		
Labour Market Re-Entry (LMR)	WorkplaceNL offers various “labor market re-entry (LMR) plans” that		

<ul style="list-style-type: none"> what programs in your jurisdiction that target injured workers with low levels of education and limited variability in work experience 	<p>assist injured workers including academic upgrading (adult basic education or GED), formal training (post-secondary), self-employment and on-the job- training. Depending on the individual circumstances of the worker, he/she may be eligible for these programs. In particular, our on-the-job training program is a valuable tool to assist workers with many barriers to employment. Through this process an employment specialist will help workers in obtaining employment by marketing them to prospective employers and often carve out valuable jobs that may not otherwise be located through a regular job search process. Currently, this program is being evaluated to determine its specific direction for 2017. It should be noted as well that employment readiness services (resume, cover letter, job search assistance, interview skills, etc.) are also offered to injured workers. This program is also being currently evaluated along with the On-the-Job Training program to determine its direction for 2017.</p>		
<p>LMR cont.</p> <ul style="list-style-type: none"> what are the challenges 	<p>The main challenges are worker engagement in the process, especially workers who have many barriers to employment and are not a candidate for retraining based on their psychometric testing results. For example, Employment Readiness is a voluntary program which has been historically offered at the end of the labor market re-entry process. At this time, workers are often not engaged in continuing with WorkplaceNL and do not see the benefits of completing this program for many reasons. Oftentimes, workers believe they are unemployable despite being assessed and having multiple return to work options. As well workers often want to appeal their claim. Also, workers may find it daunting to return to work with a new employer after being away from the workplace for a long time or working in one industry or with one employer throughout their career. Worker uptake in this program is currently low which is one of the reasons leading to it being evaluated.</p>		
<p>LMR cont.</p> <ul style="list-style-type: none"> What types of On the Job training programs are offered 	<p>Academic upgrading, formal training, self-employment, and on the job training.</p>		
<p>LMR cont.</p> <ul style="list-style-type: none"> Where do you get your wage 	<p>NL wages are identified on provincial basis. Currently, WorkplaceNL has external providers who research and update wages on an as-needed basis. This process is also currently being evaluated to determine</p>		

information and are the wages regionally	WorkplaceNL's direction on a go-forward basis.		
Other LMR information	<p>WorkplaceNL has had many success stories regarding workers who have completed retraining through the LMR process. We demonstrate a very individualized and flexible approach in our offerings based on the specific circumstances of each worker. When workers are retrained at the high school level, college level, or university level, we ensure that as many barriers as possible are removed so they experience success. For example, a workstation review, accommodations with the school for physical issues and/or learning issues are all addressed. In addition, the progress of workers when completing a LMR Plan is closely monitored.</p>		