



Connecting members, advancing knowledge Relier les membres, développer les connaissances

Compensation & Benefits Committee - AWCBC Jurisdictional Update Report

Committee Member: Tess Warner	From: Northwest Territories and Nunavut	Date: September 13-15, 2016
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Mandate	<i>Defines expectations / responsibilities. Facilitates better focus on objectives and activities by which the committee operates.</i>
<p>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.</p>	

Goals	<i>Based on your mandate, set realistic and specific goals. What is the long-range aim? What do you hope to achieve?</i>
<ol style="list-style-type: none"> 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. 	

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
Organizational changes to support RTW	<ul style="list-style-type: none"> ➤ Large organizational changes were made at the tail end of 2015 with an additional shift happening in September 2016. The claims division was previously overseen by one director with two managers – one in Yellowknife and one in Iqaluit. The director of claims also oversaw the pensions unit and the medical unit. These divisions were split. The manager of claims took over the position and was responsible for strictly the claims unit; with more emphasis on RTW through education and training and comprehensive case management with a proactive approach. In August of 2016, the pension unit was returned to the manager of claims. ➤ Comprehensive pension review project was initialized in early 2016 which will encompass a cross jurisdictional review of all pension programs. This will also lead into legislative review recommendations which will impact the way in which we award pensions. The largest impact will be on the duration of pensions, as we currently award pensions for life. The pension review will also take into consideration the amount of manual processes for calculating pensions that leave a high degree of potential error. The pension review will also account for documentary review of standardized letters and communications which are sent out to pensioners and employers. ➤ A potential Continuous Excellence (CE) Event is tentatively scheduled for Q4 of 2016 to investigate the process and procedure of Vocational Rehabilitation. Presently we are in a contract with Voc Rehab Canada and are hoping to improve services with more mobility through different vocational rehabilitation providers. ➤ The Manager of Claims, Chief Medical Advisor and the Return to Work Coordinator have attended the Grand Rounds at the Stanton Territorial Hospital. The Nurse Advisor and the Chief Medical Advisor attended the Grand Rounds in Iqaluit. These meetings consisted of providing better education to the medical professionals about their roles in early and safe return to work as well as their role in Worker’s Compensation and in occupational medicine. The medical professionals were able to provide feedback and causes of concern about the medical reports that they are expected to fill out and we have been able to take

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	<p>that information back and create more user friendly medical forms.</p> <ul style="list-style-type: none"> ➤ The Manager of Claims, Supervisor of the Medical Unit and the Return to Work Coordinator worked together to create new medical forms as well as a psychological form. ➤ For the 2016 year the RTW coordinator position was moved from the claims division to the safety and prevention division, with the idea that this would encourage more active involvement with the safety side of RTW, however, for 2017 this position will be moved back to the claims division. A huge impact on this was that the RTW coordinator has been on sabbatical for the 2016 year, with a different person in the position. This has impacted how the RTW program has been delivered and the services that have been offered. This is not a negative impact on the program, just a different approach. ➤ The Workers’ Safety and Compensation Commission (WSCC) supports the early and safe return to work for its injured workers. Our guiding philosophy is “Work to Recover.” An active communications campaign continues to target both injured workers and employers promoting a safe and early return to work. <p>A new initiative targeting employers and workers is the WSCC’s <i>Overexertion</i> campaign. This campaign will develop templates and tools for specific industries for claims greater than two months and time-loss injuries greater than six months with a focus on both prevention and return to work.</p> <p>Our board also actively works with employers to develop return to work programs, particularly those employers that belong to our Safe Advantage program, a safety incentive program that promotes workplace safety and return to work. All sprains, strains and tears claims are reviewed at the 2 month and 6 month mark and an active case management plan is developed with the goal of a safe and timely return to work.</p> <p>The WSCC is also working with data analysis and business systems analysis to develop a more accurate system for tracking and providing return to work statistics.</p> <p>On an ongoing basis, the WSCC provides presentations to physicians and nurse practitioners to ensure they have the tools and understand WSCC expectations regarding capabilities for work.</p>

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<p>New Initiatives</p>	<p>The 2015 initiative of Sprains, Strains and Tears was successful. A formal evaluation of the initiative is due at the end of 2016. The Sprains, Strains and Tears campaign group have met to discuss whether moving forward onto a different injury (concussion, mental health were both proposed) is the best idea, or a more streamlined focus. Presently the group is looking at overexertion as the focus.</p> <p>In development:</p> <ul style="list-style-type: none"> • Tools for RTW for psychological claims <p><i>Workers Compensation Act</i> is being reviewed and changes are being incorporated with respect to RTW.</p>
<p>Best Practices</p>	<ul style="list-style-type: none"> ➤ The RTW specialist attends the weekly case management meetings to provide input to case managers on a general view. The RTW specialist also meets with case managers individually to discuss challenging cases and a standardized process for having workers return early and safely. ➤ The RTW specialist also meets with employers and from September 2015 – September 2016 there have been 52 in person employer meetings and 84 telephone conferences. <p>See attachment – articles the RTW specialist sends out on a monthly basis.</p>
<p>Outcomes</p>	<ul style="list-style-type: none"> • Duration (paid days) for 970 open claims Result 2016 Q2: 264 paid days • % of clients working at claim closure Result 2016 Q2: 89% • % RTW

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	Result 2016 Q2: 81% <ul style="list-style-type: none"> • % clients transferred to Pension or closed Results 2016 Q2: 23%

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> 1. New Initiatives 2. Best Practices 3. Outcomes	Activities
Claims Structure:	<pre> graph TD CEO[President, CEO] --> VP[VP, Stakeholder Services] VP --> Manager[Manager, Claims] Manager --> YK_Sup[YK Case Management Supervisor] Manager --> YK_Senior[YK Senior Entitlement Supervisor] Manager --> IQ_Sup[IQ Case Management Supervisor] Manager --> IQ_Senior[IQ Entitlement Supervisor] Manager --> Pension[Pension Supervisor] Manager --> Duplicate[Duplicate Stakeholder Project, Team Lead] YK_Sup --- YK_Managers[6 YK Case Managers] YK_Sup --- YK_Adjudicators[2 YK Adjudicators] YK_Senior --- YK_Claims_Officer[1 YK Claims Officer] YK_Senior --- YK_Claims_Reps[3 YK Claims Reps] IQ_Sup --- IQ_Case_Managers[4 IQ Case Managers] IQ_Sup --- IQ_Adjudicators[2 IQ Adjudicators] IQ_Senior --- IQ_Claims_Officer[1 IQ Claims Officer] IQ_Senior --- IQ_Claims_Reps[2 IQ Claims Reps] Pension --- Pension_Specialists[2 Pension Specialists] Duplicate --- Duplicate_Positions[2 Master Data Cleanse positions] </pre> <p>President, CEO</p> <p>VP, Stakeholder Services</p> <ul style="list-style-type: none"> Manager, Claims <ul style="list-style-type: none"> YK Case Management Supervisor <ul style="list-style-type: none"> 6 YK Case Managers 2 YK Adjudicators YK Senior Entitlement Supervisor <ul style="list-style-type: none"> 1 YK Claims Officer 3 YK Claims Reps IQ Case Management Supervisor <ul style="list-style-type: none"> 4 IQ Case Managers 2 IQ Adjudicators IQ Entitlement Supervisor <ul style="list-style-type: none"> 1 IQ Claims Officer 2 IQ Claims Reps Pension Supervisor <ul style="list-style-type: none"> 2 Pension Specialists Duplicate Stakeholder Project, Team Lead <ul style="list-style-type: none"> 2 Master Data Cleanse positions

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Workload distribution	<p>In summer 2015 the executive services division of the WSCC launched in conjunction with stakeholder services a workload distribution study, which tracked all case managers and adjudicators workloads. This resulted in additional staffing be requested and approved for Iqaluit in adjudication and case management. This also has resulted in additional staff requested and approved for Yellowknife. We have requested an additional position for the Yellowknife office as well. Caseloads have decreased dramatically due to this as well as due to more effective management of complex files and a tracking system initialized for different types of claims.</p> <p>There are job share opportunities; however there are no current job shares in the claims division.</p>

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Objectives <i>Human Resources/Training</i> <i>Share information on staff related issues including training, recruitment, management oversight etc..</i> <ol style="list-style-type: none"> 1. Staffing Issues 2. New Initiatives 3. Training 	Activities																																								
<p><u>Flexible work hours</u> – Example of flex schedule.</p> <p>Please also see our union agreement regarding flex hours.</p> <p>Only available to unionized – not excluded employees.</p> <p>We do not have work from home, however we have work remotely for safety officers and RTW specialist as well as the manager of claims. We are all able to</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Week Day</th> <th style="text-align: left;">Work Hours</th> <th style="text-align: left;">Lunch Hour</th> <th style="text-align: left;">Total Hours Worked</th> <th style="text-align: left;">CWW hours made up</th> </tr> </thead> <tbody> <tr> <td>Monday - Thursday</td> <td>8:00 - 5:00</td> <td>.5 hour</td> <td style="text-align: right;">8.5</td> <td>1 hour (x7)</td> </tr> <tr> <td>Friday</td> <td>8:00 - 4:30</td> <td>0.5 hour</td> <td style="text-align: right;">8</td> <td>.5 hour (x1)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CWW Hours made up</td> <td></td> <td></td> <td></td> <td style="text-align: right;">7.5 hours over 9 shifts</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Day / Date:</th> <th style="text-align: left;">Work Hours</th> <th style="text-align: left;">Lunch</th> <th style="text-align: left;">Total extra hours</th> <th style="text-align: left;">Leave for Missed Day</th> </tr> </thead> <tbody> <tr> <td>Monday March 9</td> <td>8:00 - 5:00</td> <td>12:00-12:30</td> <td style="text-align: right;">1</td> <td></td> </tr> <tr> <td>Tuesday March 10</td> <td>8:00 - 5:00</td> <td>12:15 - 12:45</td> <td style="text-align: right;">1</td> <td></td> </tr> </tbody> </table>	Week Day	Work Hours	Lunch Hour	Total Hours Worked	CWW hours made up	Monday - Thursday	8:00 - 5:00	.5 hour	8.5	1 hour (x7)	Friday	8:00 - 4:30	0.5 hour	8	.5 hour (x1)						CWW Hours made up				7.5 hours over 9 shifts	Day / Date:	Work Hours	Lunch	Total extra hours	Leave for Missed Day	Monday March 9	8:00 - 5:00	12:00-12:30	1		Tuesday March 10	8:00 - 5:00	12:15 - 12:45	1	
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Objectives *Human Resources/Training*

Share information on staff related issues including training, recruitment, management oversight etc..

1. Staffing Issues
2. New Initiatives
3. Training

Activities

remotely connect into work should we need to.

Wednesday March 11	8:00 - 5:00	12:15 - 12:45	1	
Thursday March 12	8:00 - 5:00	12:15 - 12:45	1	
Friday March 13	8:00 - 4:00	12:15 - 12:45	0	
Monday March 16	8:00 - 5:00	12:15 - 12:45	1	
Tuesday March 17	8:00 - 5:00	12:15 - 12:45	1	
Wednesday March 18	8:00 - 5:00	12:15 - 12:45	1	
Thursday March 19	8:00 - 4.30	12:15 - 12:45	0.5	
Friday March 20	CWW DAY			

7.5

Day / Date:	Work Hours	Lunch	Total extra hours	Leave for Missed Day
Monday April 13	8:00 - 5:00	12:00-12:30	1	
Tuesday April 14	8:00 - 5:00	12:15 - 12:45	1	
Wednesday April 15	8:00 - 5:00	12:15 - 12:45	1	
Thursday April 16	8:00 - 5:00	12:15 - 12:45	1	
Friday April 17	8:00 - 4:00	12:15 - 12:45	0	
Monday April 20	8:00 - 5:00	12:15 - 12:45	1	
Tuesday April 21	8:00 - 5:00	12:15 - 12:45	1	
Wednesday April 22	8:00 - 5:00	12:15 - 12:45	1	
Thursday April 23	8:00 - 4.30	12:15 - 12:45	0.5	
Friday April 24	CWW DAY			

7.5

Day / Date:	Work Hours	Lunch	Total extra hours	Leave for Missed Day
Monday April 27	8:00 - 5:00	12:00-12:30	1	
Tuesday April 28	8:00 - 5:00	12:15 - 12:45	1	
Wednesday April 29	8:00 - 5:00	12:15 - 12:45	1	
Thursday April 30	8:00 - 5:00	12:15 - 12:45	1	

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
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Friday May 1	8:00 - 4:30	12: 15 - 12: 45	0.5	
Monday May 4	8:00 - 5:00	12:15 - 12:45	1	
Tuesday May 5	8:00 - 5:00	12:15 - 12:45	1	
Wednesday May 6	8:00 - 5:00	12:15 - 12:45	1	
Thursday May 7	8:00 - 4.30	12:15 - 12:45	0.5	
Friday May 8	CWW DAY			

8

Day / Date:	Work Hours	Lunch	Total extra hours	Leave for Missed Day
Monday May 11	8:00 - 5:00	12:00-12:30	1	
Tuesday May 12	8:00 - 5:00	12:15 - 12:45	1	
Wednesday May 13	8:00 - 5:00	12:15 - 12:45	1	
Thursday May 14	8:00 - 5:00	12:15 - 12:45	1	
Friday May 15	8:00 - 4:00	12: 15 - 12: 45	0	
<i>Monday May 18</i>	<i>Stat Holiday</i>		0.5	<i>May 1 (.5)</i>
Tuesday May 19	8:00 - 5:00	12:15 - 12:45	1	
Wednesday May 20	8:00 - 5:00	12:15 - 12:45	1	
Thursday May 21	8:00 - 5:00	12:15 - 12:45	1	
Friday May 22	CWW DAY			

7.5

<i>As we are ending in June – not sure if this one is applicable.</i>				
Day / Date:	Work Hours	Lunch	Total extra hours	Leave for Missed Day
Monday May 25	8:00 - 5:00	12:00-12:30	1	
Tuesday May 26	8:00 - 5:00	12:15 - 12:45	1	

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					
	Wednesday May 27	8:00 - 5:00	12:15 - 12:45	1		
	Thursday May 28	8:00 - 5:00	12:15 - 12:45	1		
	Friday May 29	8:00 - 4:00	12:15 - 12:45	0		
	Monday June 1	8:00 - 5:00	12:15 - 12:45	1		
	Tuesday June 2	8:00 - 5:00	12:15 - 12:45	1		
	Wednesday June 3	8:00 - 5:00	12:15 - 12:45	1		
	Thursday June 4	8:00 - 4.30	12:15 - 12:45	0.5		
	Friday June 5	CWW DAY				
<u>Training:</u>	<p>Human Rights Course – October 18 – 20th</p> <p>Non Violent Crisis Intervention</p> <p>Mental Health First Aid</p> <p>Supervisor Safety – all supervisors, managers and senior managers</p> <p>Recommended training:</p> <ul style="list-style-type: none"> - Effective Decision Writing - Foundation for Administrative Justice 					
Orientation & Training for Claims staff:	<p>Previously WSCC claims department had an internal training officer who provided in-depth training for all new adjudication, case management and pensions’ staff. This position was terminated in 2013. A new orientation program with sufficient training will be rolled out in 2017. There was a huge amount of turnover in staffing in claims as there had been staffing instability since 2013. This has led to a much higher overturn rate at the Review Committee level. We have put into place a more formalized quality assurance plan and monthly review at supervisory level.</p>					

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Technological updates	<p>The WSCC has launched E-Biz services for employers in 2016. Prevention Services will launch E-Ebiz Services in 2017 and Claims Services for injured workers will roll out in 2018.</p> <p>A Continuous Excellent (CE) Event took place in Q2 which defined a two tiered solution to a problem that employers were facing on injury reporting. As we have multiple legislative bodies which govern safety, OH&S and Worker’s Compensation, there were different requirements for each. The CE event of 5 days took all of the legislations and are in the process of creating a paper roll out and then an E-Biz roll out that will mean employers only have to file one report of injury and would have one point of contact.</p>

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
Legislation is being reviewed for proposed changes.	
Marijuana Coverage & Physician Supported / Assisted Dying	Corporate secretary and Manager of Claims to lead this review. Policy conference was in Yellowknife in August.

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Other Topics/issues that would be of national interest	Activities

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Objectives: <i>reporting KPI outcomes</i> <ul style="list-style-type: none"> • Time to initial payment • Short term duration • Long term duration • RTW outcomes 	Activities
See attached QMR report for all KPI's	

Objectives: <i>reporting KPI outcomes</i> <ul style="list-style-type: none"> • Time to initial payment • Short term duration • Long term duration • RTW outcomes 	Activities

Objectives: <i>What is new/upcoming in the jurisdiction that will be of national interest.</i> <ul style="list-style-type: none"> • Share information 	Activities

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Topic to be discussed. (Topics identified at last meeting) Objectives	Activities
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	Dan to arrange presentations
Psychological injuries	Any new issues to be updated here
Medical Marijuana	Any new issues to be updated here
Flexible work arrangements	<p>Each jurisdiction to document: telecommuting, compressed working arrangements and flexible work time as well as the jurisdictions experience with flexible work arrangements.</p> <p>(can be documented here or on a separate document)</p>
Case management systems	<p>Each jurisdiction to document the following from their case management models:</p> <ul style="list-style-type: none"> • Lessons learned • Work flow • What drives outcomes • Dashboards • System activities and outcomes of the activities <p>(can be documented here or on a separate document)</p>
Customer/Client Service training	To be updated under service deliveries/quality initiatives

<p>Topic to be discussed. (Topics identified at last meeting)</p> <p>Objectives</p>	<p>Activities</p>
<p>Internal Training</p>	<p>To be updated under human Resources/training</p>
<p>Labour Market Re-Entry</p>	<p>Carry over from the spring meeting. Documentation from spring meeting to be discussed including:</p> <ul style="list-style-type: none"> • What types of programs are available that will target injured workers with low levels of education and limited variability in work experience • Challenges with LMR • Types of OJT programs that are offered • How is wage information identified. <p>(can be documented here or on a separate document)</p>