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Compensation & Benefits Committee - AWCBC Jurisdictional Update Report

Committee Member: Jeff Pare	From: WSIB - Ontario	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>
<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. 	

Return to Work Outcomes

<p>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></p> <ol style="list-style-type: none"> 1. Organizational Changes to support RTW 2. New Initiatives 3. Best Practices 4. Outcomes 	<p>Activities</p>	<p>Target Date(s) / Status</p>	<p>Budget</p>
<p>Organizational Changes to support RTW</p>	<ul style="list-style-type: none"> • All referrals to RTW Services from Specialized Services Branch which includes Occupational Diseases, Survivors Benefits, Serious Injuries Program, Traumatic Mental Stress and PTSD for First Responders are now streamed direct to Work Transition Specialists recognizing the specialized services and longer term intervention required. • Dedicated Work Transition Specialists are assigned to specialty caseload. • Labour Market Specialists have moved from the Program Development area to Work Transition to improve the flow of information and knowledge exchange that support Suitable Occupation (SO) development activities. 		
<p>New Initiatives</p>	<p>Mild Traumatic Brain Injuries (mTBI)</p> <p>We have continued to improve the management of Mild Traumatic Brain Injuries (MTBIs). The program was fully implemented in December 2015 province-wide for Service Delivery Staff.</p> <p>The rollout of the initiative was delivered to multi-disciplinary groups to enhance understanding of each other's role and to promote the importance of case conferencing, communication and collaboration.</p>		

Return to Work Outcomes

Key focus areas include:

- Early identification of a worker not recovering according to the guidelines for MTBIs
- Timely referral to a physician specially trained in MTBIs, between 2 to 12 weeks post injury, for assessment, education and facilitation of early and safe return to work; assessment results and recommendations are shared with the primary treating practitioner
- Concurrent referral to a Return to Work Specialist (RTWS) to complete a workplace visit to understand the physical and cognitive demands of the worker's pre-injury job and consider alternate suitable work; initial site visit completed prior to the MTBI assessment and information is shared with the physician
- Assessments also help identify more complex cases that require referral to our Neurology Specialty Clinic at Toronto Rehabilitation Institute; these cases are transferred to a Work Transition Specialist (WTS) who provides longer term services in coordination with the treatment team to help support RTW with the injury employer or new employer if required

Job Analysis and Job Accommodations Training and Tools

In 2016 we continue to train and refresh all RTW field staff, including Return to Work Specialist and Work Transition, to enhance their job analysis and job accommodation skills.

Key focus areas included:

- Standardized and consistent approach to breaking down a job into duties and to collecting and documenting the relevant physical demands information in relation to the area of injury
- Objective and easily understood job suitability decisions
- Collaborative approach to job accommodations

In partnership with external stakeholders, the WSIB developed "An Approach to Job Accommodations" document which is now posted on the WSIB website to assist all workplace parties in the RTW process.

Integrated Case Management Approach for Traumatic Mental Stress (TMS) & Posttraumatic Stress Disorder (PTSD):

Return to Work Outcomes

Specialized teams established within the TMS Program to manage claims from first responders and other designated workers, including: Case Managers, Nurse Consultants and Team Managers. Aligned with these teams is a specialized group of Work Transition Specialists.

Eligibility / Short-term phase:

- Focus on initial entitlement decision and payment
- Earlier focus on engaging Work Transition Services (WTS), where appropriate

Long-term phase:

- Focus on ongoing case management following initial allowance
- Review and determination of ongoing Loss of Earnings benefit entitlement
- Consideration of WTS engagement

Key features of RTW:

- Alignment with “Better at Work” approach:
 - Work is important to overall health and well-being particularly in workers with mental health issues
 - Early intervention is key and this is applicable in cases with mental health issues
- Early WTS involvement provides opportunity to educate and prepare workers, where appropriate, and workplaces for RTW now or in the future and an opportunity to build relationship and trust
- Collection of workplace information focuses on physical, cognitive, psychological and emotional job demands as well as the supports available in the workplace
- Regular collaboration with treating psychologist to support RTW
- Post RTW follow up at 3 and 6 months to reduce risk of recurrence

Development of Predictive Model – Employed New Employer versus Employable Outcomes following completion of Work Transition Services

Objective of this analysis is to better understand the variables important in predicting an employable outcome among workers after Work

Return to Work Outcomes

Transition services. Early findings have provided opportunity for Work Transition teams to focus on some key areas:

- Workers who have ESL needs - Use of provincial/federal governments' standardized language (English as a Second Language) assessments and workers are accessing more publicly funded ESL programs in their local communities
- Accessing publically funded programs - Building relationships with Ministry of Advanced Education & Skills Training (formerly Ministry of Training, Colleges and Universities) including the Regional Networks of Literacy and Basic Skills (LBS) providers across the province

Evaluation of Specialized Services – refresh services for workers with multiple barriers to RTW, terms of sponsorship and roster of contracted service providers

Best Practices

- **Integration** – Case Managers, Nurse Consultants, Return to Work Specialists, Work Transition Specialists are engaged in increased case conferencing of challenging cases to establish an action plan to move the case forward to the best possible RTW outcome and multi-disciplinary participation in training initiatives
- **Collaboration with Clinical Partners to assist with managing complex cases:**
 - Toronto Rehabilitation Institute (Assessment & Treatment of Mild Traumatic Brain Injuries)
 - Psychological Trauma Program (Centre for Addiction & Mental Health)
- **Interim Planning** – when recovery in workplace not possible, interim planning occurs to promote recovery through structured activity (i.e. computer skills training, language upgrading)
 - short term in nature to complement concurrent treatment;
 - the goal remains a RTW with the employer as soon as it is safe to do so and as soon as a suitable opportunity arises
- **Motivational Interviewing** to enhance engagement and worker buy-in to RTW from the start of the claim through to participation in Work Transition Plan if needed

Use of public training programs for Work Transition Plans is leading to

Return to Work Outcomes

better employed outcomes; the public adult education system provides greater assurance of sound curriculum, qualified instructors and compliance with Ontario government standards and regulations

Outcomes

RTW Services Performance Results

- Increased RTW outcomes achieved earlier and across all roles; customer satisfaction scores from both worker and employer surveys has seen improvement
- Cases off full loss of earnings benefits one-month post RTWS intervention has improved from 85% in 2013 to 88% in 2014 and 90% Q2 2016
- Work Transition Plans completed with RTW has improved from 64% in 2013 to 84% YTD 2016 (Jan to June). Note: higher proportion of cases with prior outsourced Labour Market Re-entry services

RTW with the injury employer following WTS services has remained above 60% for the past couple of years; YTD result is 64% with 98% remaining off full loss of earnings benefits three-months post WTS closure

Service Delivery/Quality Initiatives

Objectives <i>Service Delivery/Quality Initiatives</i>	Activities	Target Date(s) / Status	Budget
<p><i>Share what is being done in your organization to improve Customer service delivery and to support Quality service/decisions to stakeholders.</i></p> <ol style="list-style-type: none"> 1. New Initiatives 2. Best Practices 3. Outcomes 			
	Development of a Customer Strategy that will guide the organization to focus on what is most important to the customers of the WSIB.		
	Customer Satisfaction Surveys have been redesigned to allow WSIB to better measure what is truly most important to it's customers, and focus on the initiatives that will be most meaningful		
	Call quality calibrations are being held collaboratively across functional areas of the organization to improve consistency in measuring quality, and that customers are receiving consistent service no matter who they speak with, or what channel is used.		
Case Management/ Decisions	Quality Auditors review a random sample of cases. Results are shared with the management team and an action plan is developed to address any areas nor meeting standards		
	Managers review cases at key point and complete a scorecard capturing observations in key focal areas		
	Managers listen to call recordings to ensure staff are meeting call quality expectations		
	A coaching model is used to improve staff performance		

Human Resources/Training

Objectives <i>Human Resources/Training</i> <i>Share information on staff related issues including training, recruitment, management oversight etc..</i>	Activities	Target Date(s) / Status	Budget
<ol style="list-style-type: none"> 1. Staffing Issues 2. New Initiatives 3. Training 			
New Initiatives	<p>Skills Development</p> <p>With the implementation of new Accounts and Case Management software, 32 customized training programs were designed and developed to meet the needs of over 3200 WSIB employees.</p> <p>All programs took a blended approach combining eLearning and instructor lead, in- person and virtual classroom.</p>		
Training	<p>For 2015, completed over 15,000 training days: 96% instructor led and 4% eLearning. An increased shift towards developmental training (60%) was seen while New job training comprised of only 13%. Project/initiative training was significant at 27% of all completed sessions.</p> <p>2015 learning Evaluation:</p> <ul style="list-style-type: none"> • Return on Expectation 84% • Customer satisfaction 96% • Critical Behaviour adoption 80% 		
WR Professionalization	<p>In 2015, the Skills Development Branch supported 286 Return to Work Services employees by identifying 148 learning sessions (internally and externally) providing CEU/CEC credits to maintain their designations. We received CEU/CEC approvals from VRA, CVRP and NIDMAR for these learning sessions, worth over 884 CEU/CEC's including over 50 ethically related CEUs.</p>		

Emerging issues/Changes in Policy or Legislation

Objectives <i>Emerging Issues/Changes in policy or Legislation</i>	Activities	Target Date(s) / Status	Budget
<p>1. Share information that is related to changes in legislation, policy and other significant changes within your organization</p>	<p>The presumptive coverage for prostate cancer was effective January 1, 2015 and the presumption for lung cancer came into effect on January 1, 2016. Operational Policy <u>23-02-01 Cancers in Firefighters and Fire Investigators</u> has been updated accordingly.</p> <p>The presumption for skin cancer will come into effect on January 1, 2017.</p>	<p>January 1, 2015 (completed),</p> <p>January 1, 2016 (completed), and January 1, 2017.</p>	
<p>Posttraumatic stress disorder in first responders and other designated workers -- On April 5, 2016, the provincial government passed Bill 163, Supporting Ontario's First Responders Act (Posttraumatic Stress Disorder), 2016. Bill 163 amends the Workplace Safety and Insurance Act, 1997 (WSIA) to add a presumption of work-relatedness for first responders and workers in other designated occupations diagnosed with posttraumatic stress disorder (PTSD). Under Bill 163, in most cases a first responder or other designated worker will</p>	<p>Further details and guidelines about presumptive entitlement for PTSD can be found in the new WSIB Operational Policy Manual (OPM) document <u>15-03-13, Posttraumatic Stress Disorder in First Responders and Other Designated Workers</u>.</p> <p>Bill 163 also stipulates that the current provisions of the WSIA dealing with traumatic mental stress continue to apply to claims for PTSD if the requirements of those provisions are met. As a result, entitlement under the existing OPM document 15-03-02, Traumatic Mental Stress, continues to be available for PTSD claims which do not qualify for presumptive entitlement under the new policy.</p> <p>First responders and other designated workers, called "first responders,"</p>	<p>Bill 163 is effective as of April 6, 2016.</p>	

Emerging issues/Changes in Policy or Legislation

<p>have presumptive entitlement for PTSD if he or she was employed as a first responder for at least one day on or after April 6, 2014 diagnosed with PTSD by a psychologist or psychiatrist on or after April 6, 2014, and diagnosed according to the Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition (DSM-5), published by the American Psychiatric Association. The legislation also provides presumptive coverage for claims that are in process, provided they meet certain diagnostic and employment criteria. Specifically, qualifying claims that are pending with the WSIB or the Workplace Safety & Insurance Appeals Tribunal (WSIAT) on April 6, 2016, and qualifying claims in which the first responder stopped working as a first responder in the two year period before April 6, 2016 are included.</p>	<p>are:</p> <ul style="list-style-type: none"> -Full-time firefighters. -Part-time firefighters. -Volunteer firefighters. -Fire investigators. -Police officers. -Members of an emergency response team. -Paramedics. -Emergency medical attendants. -Ambulance service managers. -Workers in a correctional institution. -Workers in a place of secure custody or place of secure temporary detention. -Workers involved in dispatch. 		
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Other Ongoing Policy Projects

<p>Rate Framework Modernization -- Employer Classification, Rate Setting and Experience Rating</p> <p>Rate Framework Modernization project seeks to provide a simpler, and more modernized method of classifying employers. It introduces a new and improved rate setting approach that ensures a fair premium for workplace coverage, based on each employer's risk and claims experience.</p>	<p>In 2015, the WSIB undertook stakeholder engagement on a proposed preliminary Rate Framework, considering the recommendations in the Pricing Fairness report released in 2014 by Mr. Douglas Stanley as part of the Rate Framework consultations.</p> <p>As the WSIB moves toward the finalization of a new Rate Framework and a related regulatory framework, a number of policies are being reviewed for potential amendment and removal - new policies may be required.</p> <p>Reviewing:</p> <ul style="list-style-type: none"> Employer Classification Policies Experience Rating Policies 	<p>Implementation currently targeted for January 1, 2019</p>	
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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 			
Initial Entitlement	Percentage of claims E- Adjudicated (Lost Time and No lost Time) 57% Percentage of eligibility decisions made within 10 business days from claim registration 94%		
Duration	Percentage of claims on benefits at Duration of; 3 months 10.49% 6 months 5.24% 1 year 2.92% 2 years 1.89% 3 years 1.68% 4 years 1.45% 5 years 1.68% 6 years 2.23%		
Permanent Impairment	Percentage of Lost Time Cases with PI (3 year lag) 6% Average PI award 9.7%		
Return to Work	RTW rate following RTW specialist last intervention -89% Percentage of RTW with injury employer following Work Transition Specialist intervention (referred within 2 yrs. from date of injury) - 64% Percentage of completed Work Transition plans employed -84%		

Technological Updates

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	Target Date(s) / Status	Budget
<p>Continued rollout of new Accounts and Claims Enterprise system</p> <p>Changing 80% of our existing systems;</p> <p>Adding Guidewire, a new insurance-based system that we can evolve to meet our future business needs;</p> <p>Moving to a new cloud-based technology platform;</p> <p>Acquiring additional capabilities for a sophisticated technology infrastructure.</p>	<p>Employer accounts implementation completed in early 2015</p> <p>Phased in approach for claims began in fall 2015 with intake, registration and e-adjudicated claims</p> <p>Claims/Case Management rollout began in June 2016 and will continue in phases by Sector/Office until December 2016</p> <p>Training consists of e-learning, webinars and in class training.</p>		

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	Dan to arrange presentations		
Psychological injuries	Any new issues to be updated here		
Flexible work arrangements	<p style="text-align: center;">Each jurisdiction to document: telecommuting, compressed working arrangements and flexible work time as well as the jurisdictions experience with flexible work arrangements.</p> <p>(see attached)</p>		
Case management systems	<p style="text-align: center;">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>(see attached)</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	Carry over from the spring meeting. Documentation from spring meeting to be discussed including:		

	<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>		
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