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Compensation & Benefits Committee - AWCBC Jurisdictional Update Report

Committee Member: Shelly McFadden Guest – Pamela Kirstein	From: Saskatchewan	Date: May 2019
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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>
<p>1. To share jurisdictional experiences and knowledge.</p>	
<p>2. To put before the committee, emerging issues that are deemed high priority, for consideration of planning</p>	
<p>3. To identify, plan, and carry out specific projects for the benefit of the committee members and their respective jurisdictions.</p>	
<p>4. To be available to other AWCBC / national committees to provide input and or partner with when requested.</p>	
<p>5. To provide feedback to AWCBC Executive when required or requested.</p>	

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>	Activities	Target Date(s) / Status	Budget
<ol style="list-style-type: none"> 1. Organizational Changes to support RTW 2. New Initiatives 3. Best Practices 4. Outcomes 			
<p>Vocational Rehabilitation</p> <ul style="list-style-type: none"> • Job Development – What services do you provide to ensure workers find employment? 	<p>Do you have a job bank of positions that are available to injured workers?</p> <p>SWCB has no formal job bank, each VRS watch for positions available within their regions.</p> <p>What incentives do you provide employers to hire injured workers?</p> <p>(for example: salary support, ergonomic assessments, OT support, equipment purchases, etc)</p> <p>SWCB offers employers salary support, fully funded work assessments / job placements, equipment purchases, training workers may be required.</p>	All	
<p>Medical Marijuana</p> <ul style="list-style-type: none"> • Ongoing discussions 	<p>Provide an update on any new developments relating to approval of cannabis</p> <p>SWCB is currently amending our funding policy on medical marijuana.</p> <p>Up to this point, SWCB will only provide reimbursement for the cost of marijuana drug derivatives listed in the Compendium of Pharmaceuticals and Specialties, and are prescribed for a listed condition (eg intractable nausea) and approved by our WCB Medical Consultant. We currently do not reimburse costs of obtaining, growing or using medical marijuana.</p>	All	
<p>Employee Resilience</p>	<p>PEI to present on their utilization of TEND Academy</p> <p>Yukon to present on their approach to dealing with staff burnout</p>	<p>Kate</p> <p>Susanne</p>	

<p>Opioids</p> <ul style="list-style-type: none"> Strategies used by jurisdictions to reduce opioid use 	<p>SWCB monitors files for opioids and refers file to the Medical Consultants to review and follow up with the prescribing doctors. We utilize and make referrals to pain management clinics and if required will fund drug rehab programs.</p> <p>We have no specific reduction strategy in place</p>	<p>All</p>	
<p>Hearing Loss</p>	<p>Ontario audiologist to present on Noise Induced Hearing Loss</p>	<p>Christina Lopes</p>	
<p>Health Industry Initiatives</p> <ul style="list-style-type: none"> All jurisdictions to provide an update on initiatives to manage the challenges in the Health Care Industry 	<ul style="list-style-type: none"> Psychological impact – violent injuries – are you seeing trends in injury types? Return to work strategies for health care claims. Any strategies for violent injury claims For jurisdictions with the Prevention mandate, what are your strategies for preventing injuries <p>We share this challenge with other jurisdictions. In addition, the Sask health care industry is impacted by their transition to one Provincial Health Authority (from 10 Health Regions). Their readiness level for introducing additional initiatives is not strong. However that being said, they are aware that we are ready to work with them as they establish their new structure for staff safety and RTW support.</p> <p>Currently, Case Management does work with them as a ‘Super Employer’ – specific Case Managers assigned to manage health care employee files, based on previous Health Regions. (not new initiative)</p> <p>Currently, Prevention is taking the lead, and we are ‘supporting’, as possible. (‘supporting’ is not defined)</p>	<p>All</p>	
<p>Fall Meeting</p>	<ul style="list-style-type: none"> Discussion of host province and topics to include in the Fall 2019 meeting 	<p>All</p>	

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> 1. New Initiatives 2. Best Practices 3. Outcomes	Activities	Target Date(s) / Status	Budget
<p>What is being done to improve customer service.</p> <ul style="list-style-type: none"> • New initiatives • Best practices • outcomes 	<p>Straight forward Initial claim adjudication has moved to a, first in first out, claim review process while also considering criteria in which claims can move to the top of the adjudication process (serious injuries requiring immediate assistance to our customers). This has allowed us to assist our longest waiting customers. Currently we are working at a pace that allows all of our claims to be worked on by an adjudicator within 10 days or less. This accounts for approx. 89% of our incoming claims.</p> <p>Our initial claims adjudication teams work in regions and currently we are focusing on moving our staff to where the work/customers are rather than moving our customers to where the staff have the capacity to assist. This is allowing our staff to be able to assist any customer around the province and to ensure our customer's needs are the focus of our staffing assignments.</p>	All	
	<p>Return to work party contact initiative relates to pro-active verbal contact with the injured worker (and eventually expanded to employers), to ensure workers are contacted at referral and in regular intervals (every 3 weeks) on a pro-active basis to develop and foster positive working relationships.</p>		
	<p>Extended Service Unit (ESU) established The focus for this unit is to enhance customer service provided to those individuals'/families' experiencing fatality claims, catastrophic claims, cancer claims and some higher level PTSD claims. The main difference between main stream claims and ESU would be that we are at workers' homes, right from the start of the claim forward. We also do hospital visits on serious injuries to assist family members understand the WCB process.</p>		

	<p>The Voice of the Customer Initiative – Executive Sponsor VP Human Resources – lead is Communications Dept.</p> <p>The purpose is to review what we currently do with customer feedback, identify gaps that exist, evaluate how we currently capture the voice of our customer, review how information is shared, analyzed and used as part of our daily decision-making processes, and then determine how we can use customer feedback to improve their experience.</p> <p>Phase 1 is focusing on our ‘Employer customer’. This fall, the plan is to then expand to our ‘injured worker customer’.</p>		
Customer/Client Service Training	SWCB currently has no formal training in this area. Human Resources is in the early stages of developing a staff training matrix.	All	

Human Resources/Training

Objectives Human Resources/Training <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
Internal Training <ul style="list-style-type: none"> Internal Training – Jurisdictions to review and provide the committee with information around inter jurisdictional training opportunities. ie: staff attending training sessions offered by other jurisdictions, train the trainer opportunities, etc. 	<p>Currently do not provide specific inter jurisdictional training to claims management staff, beyond the information shared in an orientation environment.</p> <p>Working with the provincial Mental Health Association in the delivery of Mental Health First Aide training to our Operations. Training has been adapted to meet specific customer service delivery needs (eg ½ day training vs full days, case studies WCB specific).</p> <p>We continue to explore types of Tools for staff to build their own resiliency in providing effective customer service, recognizing that many of their interactions with customers have emotional/behavioral undertones.</p>	All	
	<p>Currently building a corporate predictive staffing model – minimize the internal competition for staff – proactive in addressing ‘churn’</p>		
	<p>Working at developing a training model where the learner is participating in ‘hands on’ learning which is developed specifically with the learner’s knowledge, skill and ability gaps in mind and less standardized classroom training. This is supported by daily coaching and feedback, as well as inspecting the new learner’s work in real time. This is allowing us to continue to provide service to our customers and the feedback from the new learners is positive given that they are applying/practicing what they are learning immediately and in a supported environment.</p>		

Emerging issues/Changes in Policy or Legislation


Objectives <i>Emerging Issues/Changes in policy or Legislation</i>	Activities	Target Date(s) / Status	Budget
1. Share information that is related to changes in legislation, policy and other significant changes within your organization			
Medical Marijuana <ul style="list-style-type: none"> anything legislative or policy related to be updated here 	Policy pending for SWCB – only info as above	All	
Any changes in policy	11 Policies related to Business Operations were updated (as per 2018 Annual Report). These updates were a result of regular policy review schedule and/or need for clarification of language or interpretation.	All	
Any changes in legislation	We are in the process of expanding our coverage for presumption of certain occupational diseases for fire fighters, both full time firefighters in urban settings as well as Volunteer firefighters. Awaiting for bill 165 to be passed in the Legislative Assembly.	All	
Any changes that will impact the organization	The biggest legislative change impacting SWCB was the expanded coverage/presumptive clause added to the Act for psychological injuries which has significantly increased the number of psychological claims in the system. This has resulted in the need for enhanced psychological training for staff and changes to our processes for managing mental health claims (PDSA in progress)	All	

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

Objectives	Activities	Target Date(s) / Status	Budget
<p>Committee Structure</p> <ul style="list-style-type: none"> • Format • Structure • Chair/Co Chair succession plans • Terms of reference • Orientation guide 	<p>We will do a quick review of the TOR and selection of a co-chair</p>	<p>Wade</p>	
	<p>All our work centers around our updated Vision: We Eliminate Injuries and Restore Abilities.</p> <p>SaskWCB's 3 Strategic Objectives 2018-2021: Mission Zero- By Dec. 31, 2021, there will be a 30% reduction in workplace injuries and fatalities AND zero WCB staff injuries and fatalities</p> <p>Restore Abilities- By Dec 31, 2021, we will be returning 95% of injured workers to function within 6 months as indicated by our 6-month persistency metric</p> <p>Building a Culture of Continuous Process Improvement-By Dec 31, 2021, there will be an increase in employee engagement levels to 90%</p> <p>SaskWCB has contracted KPMG Consulting Group to assist us in the next step of our journey, to move closer to our Strategic objective to develop a Culture of Continuous Process Improvement. Four key areas of focus are: Executive Coaching and Strategy Deployment; Daily Management System/Coaching; Develop a Center of Excellence infrastructure to support and sustain this work; and Value Stream/Improvement Initiative. We expect that through developing a culture of CPI, it will allow us to better serve our customers, engage our people in solving problems and help to improve how we operate.</p>		

	<p>All business units will be involved in '3 month WAVES', which consist of 5 training modules to teach tools, techniques and behaviors. WAVE 1 started in September 2018. We have almost completed WAVE 2.</p> <p>Currently there are 6 WAVES scheduled – completion April, 2021. As each WAVE is completed, all business units work on their sustainability plans for growing the CPI culture.</p> <p>To monitor our business unit's progress in achieving excellent service for Saskatchewan injured workers and employers, we have established common scorecard metrics in 5 key areas: Quality, Timeliness, Mission Zero/Safety, People and Financial. These metrics we are/will be watching monthly across the 7 Case Management Teams.</p>		
<p>New Saskatchewan Workers' Compensation Board CEO</p>	<p>Phillip Germain is the SWCB new CEO. He starts in this role formally on June 1, 2019.</p> <p>Peter Federko is retiring after 25 years with our Board</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 			
Time to Initial Payment	2018 Time (from registration) to first payment is an average of 28.02 days.	All	
Short term duration	We do not separate Short Term and Long Term Durations	All	
Long term duration	41.89 days in 2018	All	
Return to work outcomes	See attachment  2018 Annual Report_p.30.pdf	All	
Any other KPI's that would be of interest	Discussion on whether these current KPIs are still relevant and if there are others we should include in the jurisdictional updates. For example, the number and percentage of injured workers who are placed on long term earnings loss benefits on an annual basis. (For Nova Scotia, we placed 426 workers on long term benefits in 2018. Our annual time loss claim volume for the past 5 years has averaged 5900 TL claims, so on average 7.2% of our annual time loss claim volume ended up on long term benefits in 2018).	All	
	AWCBC Group question-would the report that is generated from AWCBC meet the need for relevant 'KPI's'		

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 			
<p>Case Management Systems</p> <ul style="list-style-type: none"> ○ Learning from the case management models Lessons learned Pros and cons Dashboards 	<p>We continue to work towards building an effective Business Analytic System, that would better support our customers with accurate and business/industry information.</p> <p>Cascading Scorecards</p> <p>Introduction of the Unit Review Team (URT)</p>	All	
Update on online services for clients and service providers	<p>Ongoing work improving our initial employer report (E1). Filing on-line for injured workers.</p> <p>Shift to Chiro and Physio are now required to bill on-line. This positively impacts the legibility of the reports and timely billing.</p> <p>Continue to building linkages between SWCB web site and WorkSafe Saskatchewan website – eliminates challenge of updating more than one location of any change, and minimize opportunity for variability between what we are ‘teaching customers’ and what our ‘service actually is’.</p>	All	
Other Technological initiatives	Exploring opportunities with the newly formed Saskatchewan Health Authority, to align our reporting system with a provincial reporting system in the health care industry.	All	