



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

## Compensation & Benefits Committee - AWCBC Jurisdictional Update Report

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| <b>Committee Member:</b> Karen Branigan | <b>From:</b> Yukon | <b>Date:</b> September 13,14,15, 2016 |
|---|--------------------|---------------------------------------|

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| <b>Mandate</b>   | <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. |  |

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| <b>Goals</b>   | <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

| <b>Objectives</b> <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"> <li>1. <b>Organizational Changes to support RTW</b></li> <li>2. <b>New Initiatives</b></li> <li>3. <b>Best Practices</b></li> <li>4. <b>Outcomes</b></li> </ol> | <b>Activities</b>   | <b>Target Date(s) / Status</b> | <b>Budget</b> |
|---|---|--------------------------------|---------------|
| Economy is down with limited mining in the Territory.   | This directly reduces out of Territory client management.<br>Impact has been on vocational rehabilitation clients deeming or estimating earnings with limited job vacancies.  |                                |               |
| Continued increase in mental health claims, occupational disease claims/fatalities and an increase in denials primarily for stress/workplace relationship issues.   | We continue to achieve some success in RTW cases for mental health though the durations are longer. Contemplating a psychological consultant contract for this group of clients as the diagnostic clarity is sometimes a moving target. |                                |               |

## Service Delivery/Quality Initiatives

| <b>Objectives</b> <i>Service Delivery/Quality Initiatives</i><br><br><i>Share what is being done in your organization to improve Customer service delivery and to support Quality service/decisions to stakeholders.</i><br><br><b>1. New Initiatives</b><br><b>2. Best Practices</b><br><b>3. Outcomes</b> | <b>Activities</b>  | <b>Target Date(s) / Status</b>                                | <b>Budget</b>   |
|---|--|---|---|
| No new initiatives.   |  |   |   |
| The training in Foundations of Administrative Justice has demonstrated improvements in Decision making and decision writing.  | The majority of staff have been trained in Principles of Administrative Justice, Interpreting Legislation, Evidence, Decision Making and Decision Writing. This combination gives you a certificate in Administrative Justice and has improved our outcomes.<br><br>We will be reviewing percentage of appeals overturned to determine if our results have changed as a result of better quality decisions.<br><br>We now use time at our unit meetings to review policies and define the legal tests that flow from the policies to improve consistency of application. | Positive reviews from our internal appeals and legal counsel. | Expensive though can be tailored to your legislation. |
| Once review of outcomes is complete if positive can be sent out to the group.   |  |   |   |

## Human Resources/Training

| <b>Objectives <i>Human Resources/Training</i></b><br><i>Share information on staff related issues including training, recruitment, management oversight etc..</i><br><b>1. Staffing Issues</b><br><b>2. New Initiatives</b><br><b>3. Training</b> | <b>Activities</b>   | <b>Target Date(s)<br/>/ Status</b> | <b>Budget</b> |
|---|---|------------------------------------|---------------|
| Have had significant change in staffing for the first time in 10 years.   | Our Occupational Therapist took a supervisory position elsewhere and we don't expect to be able to fill that easily.  |                                    |               |
|   | The manager of Adjudication departed suddenly leaving a large backlog of claims and requiring retraining of staff who were managed by this individual.  |                                    |               |
|   | Our ability to find suitable candidates for adjudication has remained stable, less so for case managers.  |                                    |               |
| Succession Management Strategy development is underway.   | This activity is long overdue. New President/CEO and only two people on senior management team not in acting positions (one of whom is leaving). No budgetary capacity for succession planning. |                                    |               |
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|   |   |                                    |               |

## Emerging issues/Changes in Policy or Legislation

| <b>Objectives</b> <i>Emerging Issues/Changes in policy or Legislation</i>  | <b>Activities</b>  | Target Date(s)<br>/ Status | Budget |
|--|--|----------------------------|--------|
| <b>1. Share information that is related to changes in legislation, policy and other significant changes within your organization</b> |  |                            |        |
| Focus this year has been on review of our earnings loss policies.  | These were opened up to address some clarity/language items in EL06 End of Earnings Loss. Our process now reviews clusters of policies such as Earning Loss to ensure compatibility across policy groups. Other policies included in this cluster are; payment of interest, recovery of overpayments, minimum compensation, Loss of Earnings Benefits. |                            |        |
| When Election is complete the Board will once again submit request for updating the Occupational Health and Safety Act.              | Exposure levels are outdated and unsafe.   |                            |        |
| Hearing Loss policy review has been started and will be concluded next year.   |  |                            |        |

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

| <b>Objectives</b> | <b>Activities</b> | Target Date(s)<br>/ Status | Budget |
|-------------------|-------------------|----------------------------|--------|
| Nothing to Note   |                   |                            |        |

## KPI's

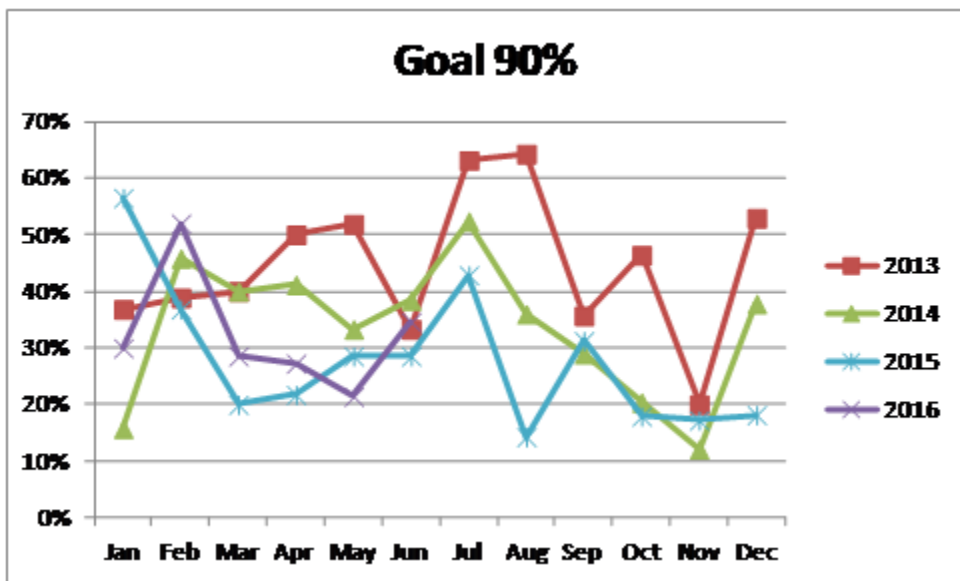
**Objectives:** *reporting KPI outcomes*

- Time to initial payment
- Short term duration
- Long term duration
- RTW outcomes

**Activities**

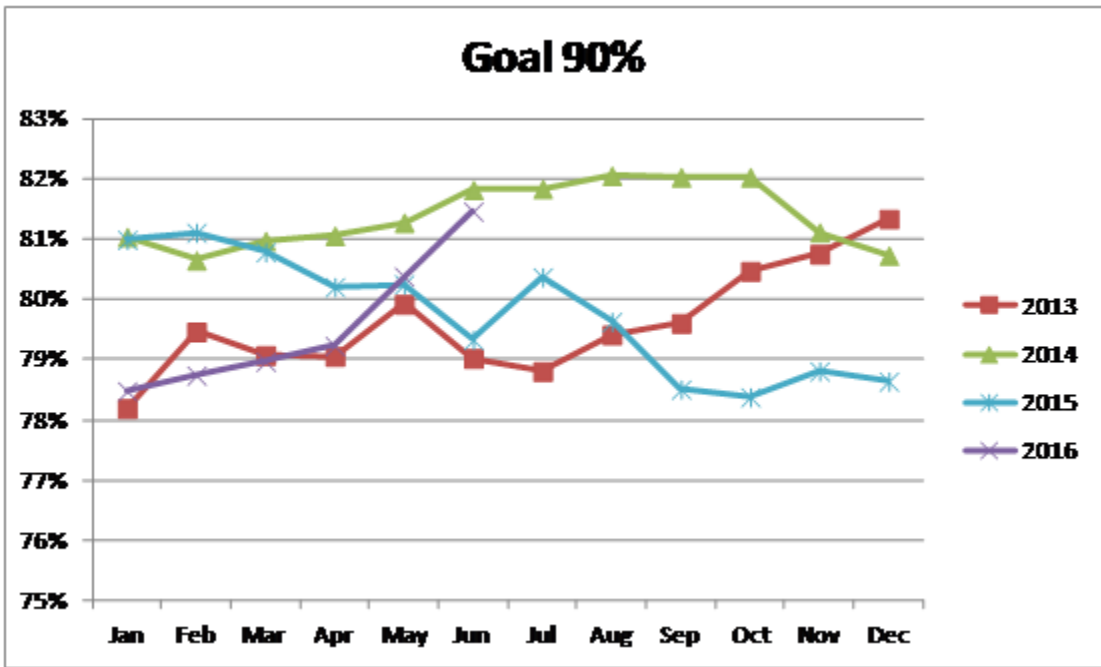
**Target Date(s)  
/ Status**

**Budget**

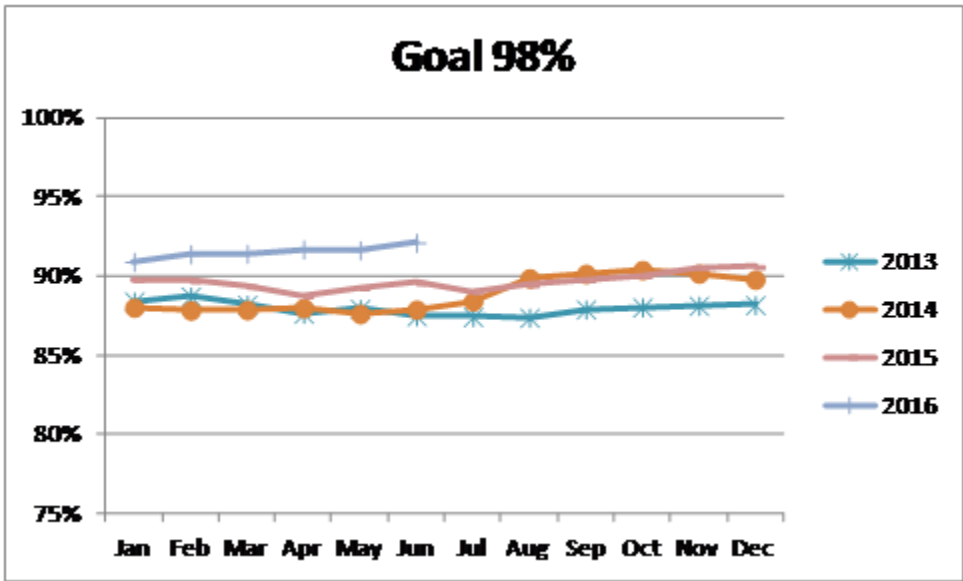


Time to initial payment

- Stability in this indicator continues to elude us.
- We are reworking the forms for requesting information and then will focus on the process issues.



Short term indicator for time loss claims. Relative stability at 81% of clients back to work within 90 days.



Long term Indicator for time loss claims is stable. 92% are back to work at 360 days.

## 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"> <li><b>Share information</b></li> </ul>                     |            |                         |        |

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|------------------|--|--|--|
| Nothing to Note. |  |  |  |
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### 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<br>telecommuting,<br>compressed working arrangements<br>flexible work time | Out of a claims staff of 20 people, 4 team assistants, 6 case manager, 2 managers, 8 adjudicators we currently have <ul style="list-style-type: none"> <li>3 staff on compressed work schedules</li> <li>8 staff have some version of flexible work schedules and of these 3 are on accommodation plans (non occupational). 5 people work from 6am to 3pm</li> </ul> |                         |        |



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| <p>Jurisdictions experience with flexible work arrangements.</p>   | <ul style="list-style-type: none"> <li>• Previously we had 6 home offices set up where people were required to be in the office half the time. Currently only one home office under accommodation plan. Staff really liked these, they were expensive.</li> <li>• People are content when given some flexibility in their work schedules. They are more likely to work hard when needed and they feel supported when challenges occur in their personal lives. The downside is that it is harder to manage people with multiple variations in schedules and to ensure that we have sufficient coverage in the building during business hours. We have made adjustments as needed such as not allowing Friday's off for compressed schedules because it is payday for clients. Once you have provided flexible scheduling there is no going back.</li> </ul>  |  |  |
| <p>Case management systems/models</p> <ul style="list-style-type: none"> <li>• Lessons learned</li> <li>• Work flow</li> <li>• What drives outcomes</li> <li>• Dashboards</li> <li>• System activities and outcomes of the activities</li> </ul> | <ul style="list-style-type: none"> <li>• Our workflow is through document management system that channels the documents to specific claim owners. This appears to be working well and has never been assessed in terms of design delays. Reporting capability pending.</li> <li>• Outcomes are driven by Manager oversight and using MDA guidelines, with cases reviewed at 30, 90 and 360 days. Workload balancing is done manually.</li> <li>• We do not have system dashboard capability and our indicator reports are based only on time loss claims. In addition our system does generate tasks most of which are time wasters rather than useful.</li> <li>• Our system is more of a financial management system than a case management system. Lesson learned: don't let your CFO choose the system.</li> <li>• We have spent the last year involved in a major upgrade to our system as the vendor would no longer support version we had. The problems in the updated version continue to hamper our productivity and breed frustration for staff.</li> </ul> |  |  |

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|---|---|--|--|
| <p>Labour Market Re-Entry</p> <p>What types of programs are available that will target injured workers with low levels of education and limited variability in work experience</p> <p>Challenges with LMR</p> <p>OJT programs</p> | <ul style="list-style-type: none"> <li>• There are no programs that target this group specifically. We have used our Learning Disabilities Organization in the past for programming to determine and assist in adaptive skills at work. This population is one that we may use training on the job with depending on the specifics of the case. It is as likely that we would estimate their earning capacity and complete a cost benefit analysis to determine whether programming was going to benefit the worker.</li> <li>• We have no programming that supports this population specifically. This population also commonly involves ESL training in order to be able to attempt re-entry.</li> <li>• No on the job training in our area. We offer our clients the opportunity to build a training on the job opportunity themselves. In this process the worker will approach employers with a request to provide them with training on the job in exchange for free labour during all or part of the training. Once employers are interested we will meet with them and the worker and schedule a plan for the training with time frames, including when cost sharing may begin, responsibilities, evaluation points and outcomes. Usually when the personalities are a good fit there is willingness to proceed and a viable outcome is reached. This is normally identified within the first month of the training plan.</li> <li>• In a small economy with many small businesses this approach seems to work well particularly where business owners are aging and do not want to work as hard as they have in the past.</li> </ul> |  |  |
| <p>How is wage information identified.</p>  | <ul style="list-style-type: none"> <li>• Wages are only regional for one more year before we will be forced to use the National Job Bank. The National data does not always fit with regional realities. Lots of small business where people have varied job demands and multiple roles are common in Yukon. Where the data does not seem to fit we will contact three employers in an industry to get wage information and confirm if they have hired new staff in the last couple of years.</li> </ul>  |  |  |