



Association of Workers' Compensation Boards of Canada
 Association des commissions des accidents du travail du Canada

Jurisdictional Update Report

Date: May 2014

To: Compensation and Benefits Committee

From: WCBNS

Committee Member: Andrea Vardy

Committee Mandate	
	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	
	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.

Objective	Activities	Target Date(s) /Status	Budget
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<p>Improving Return to Work Outcomes/Reducing Durations (Share work that is being done within your organization to support RTW , reduce duration etc)</p> <p>1. Organizational Changes to support RTW</p> <p>2. New Initiatives</p> <p>3. Best Practices</p> <p>4. Outcomes</p>	<p>Review of WCB's Role in the Appeal System – Implementation of Recommendations</p> <ul style="list-style-type: none"> • Review of WCB's Role in the Appeal System – Implementation of Recommendations <p>We continue to implement the following recommendations which flowed from a review of our appeal system:</p> <ul style="list-style-type: none"> • Implement a Coaching Model in Service Delivery units - Coaches in Service Delivery units working with all Case Managers and Adjudicators to enhance skill development supporting them to resolve issues and mitigate appeals. <ul style="list-style-type: none"> ○ All case workers are now working with Coaches. The coaching experience is fully integrated into our performance review process with clear and defined coaching goals. • Implement Plain Language Decision Writing in Service Delivery - all case workers will receive plain language decision making training to create readiness for writing, to be followed by plain language decision writing training. <ul style="list-style-type: none"> ○ Approximately 70 case workers have completed the Decision Making training and approximately 45 have completed the Decision Writing training. The remaining case workers will receive training in fall or early 2015. The Coaches are embedded to support the development of case workers through the implementation of plain language. • Refocus the current Internal Appeal function to achieve a more collaborative and timely approach to resolving appeals. <ul style="list-style-type: none"> ○ New appeal filed process in phase reducing the time an appeal is in administration and increasing communication with participants. New appeal review process in place identifying 	<p>Q1 – Q4 2014</p>	

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	<p>and resolving issues where appropriate. New decision rendered phase in place eliminating the cycle of 'back and forth' between the case worker and Internal Appeals.</p> <p>Implementation of Nova Scotia Workplace Safety Strategy 2013-2017</p> <p>In 2014, in collaboration with Department of Labour and Advanced Education, the WCB continues to implement the initiatives identified in the strategy to make progress towards the vision under the following strategic pillars:</p> <ul style="list-style-type: none"> • Leadership - <i>Leaders must emerge from all sectors and throughout organizations to champion and advocate safe workplaces.</i> <ul style="list-style-type: none"> ○ Leadership Matters 2.0 Fall 2014 ○ Leadership Toolkit in development ○ Leadership Charter R & D – Discussion with BC Leaders ○ Leadership Learning Videos in development • Safety Culture - <i>Changing workplace safety culture requires time and concentrated efforts from a variety of influencers. Success will arrive when safe practices are second nature – the only way to do business – and safety permeates every workplace in the province.</i> <ul style="list-style-type: none"> ○ Social Marketing of 'What Matters Most' Campaign ○ Workplace Safety Strategy website redesign www.workplacesafetystrategy.ca ○ Strategy Updates weekly on Twitter & Blogs • Small and Medium-sized Enterprises - <i>Providing smaller businesses with access to tools that will</i> 	2013 -2017	

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	<p><i>help them enhance safety in their workplaces is a priority.</i></p> <ul style="list-style-type: none"> ○ <i>SME Workshop</i> ○ <i>SME Toolkit</i> ○ <i>'Target Zero' program in conjunction with NS Construction Safety Association</i> ● <i>Education and Training – Deeper and broader understanding, whether it comes through formal education or quality workplace training, is vital in changing a culture where workplace injury has been accepted as part of their job, In the new safety culture, injuries are preventable and unacceptable.</i> <ul style="list-style-type: none"> ○ <i>Expansion of Safety curriculum in Nova Scotia Community College</i> ● <i>Inspection and Enforcement - Workplace inspection and enforcement of safety laws and regulations are valuable opportunities to promote better safety practices</i> <ul style="list-style-type: none"> ○ <i>Admin penalty implementation</i> ○ <i>Joint Workplace Targeting – High risk WCB/LAE workplaces</i> ● <i>Performance Management and Measurement</i> <ul style="list-style-type: none"> ○ <i>System Performance Measure</i> <p>Service Culture Evolution</p> <p>In Q2 and Q3 2014 we continued work to gather information about our current service philosophies and approaches through interviews with WCB leaders and employees. The goal was for all WCB employees to understand what it means to deliver service to WCB clients, according to service principles that reflect contemporary expectations, preferences and capacities. We arrived at the following organizational Service Principles:</p> <ul style="list-style-type: none"> ● <p>Assessment Related Services – Streamlining Processes</p>	<p>Q2 2014</p> <p>Q1 2014</p>	

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	<p>This project will focus on five streams of work that will streamline processes and gain efficiencies within the Central Services and Workplace Services departments. These five streams include: improvements to the special protection process, simplifying employer communications, creating a classification tool, Improving status letters, improvements to the clearance process, and improvements to the subcontractor reporting process.</p> <p>Canada Revenue – Income Verification & Reliability Status Screening</p> <p>In 2014, we will build an electronic linkage with CRA to access injured worker earnings information to provide more timely access to this information. This will include signing an MOU with CRA to obtain direct access to worker wage information and include conducting reliability status screenings for our employees who have access to CRA information as we will no longer require the worker’s signature to access their earnings information.</p>		
<p>Service Delivery / Quality Initiatives Share what is being done in your organization to improve Customer service delivery and to support Quality service/ decisions to stakeholder)</p> <p>1. New Initiatives</p> <p>2. Best Practices</p> <p>3. Outcomes</p>	<p>Learning & Development</p> <p>WCBNS has designed and implemented a coaching model to help case workers develop in their roles. While the new coaching model and the other change initiatives will help move our overall organizational performance (from “Good” to “Great”), we must also ensure our employees have the foundational knowledge and skills they require. The new coaching model will be most effective when we can ensure our Case Workers already have the basic foundational elements (technical knowledge and skills) to be successful in their roles.</p> <p>While there are future plans and strategies to address learning as an organization; the plan for our Learning Strategy is being developed this year; we need to provide case workers with training in specific technical areas. The service delivery teams determined the 2014 focus will be on the following:</p> <ul style="list-style-type: none"> • Case Load Management • General Recognition • Plain Language Decision Making/Writing 	Q1-Q4 2014	

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	<ul style="list-style-type: none"> • Benefit Rate Setting and Payments • RTW Management • Program & Service Entitlement • Tiered Services • Other Entitlement Programs <ul style="list-style-type: none"> o Carpal Tunnel o Over a Period of Time Injuries <p>To date we have provided new case workers with:</p> <p>Case Load Management - Organizing your Case Load, Prioritizing your Day – Phone Calls, Emails, New Claims, Follow Ups, etc. Offered in Quarter 1 and 4 of 2014</p> <p>General Recognition – Reviewing new claims using the WCBNS Act and Policies, Weighing Medical Evidence, Determine Facts and Evidence and Providing Reasoning for the decision made. This will be reoffered in Q4.</p> <p>Plain Language Decision Making/Writing - A new program offered this year, designed around the Worksafe BC Plain Language Program. This is a three tiered approach, involving first an on-line portion then classroom decision making and writing in plain language. The decision making session is a 5 hour session followed by work with a coach to completely understand the decision making approach, then a half-day session on how to write in plain language. We have also implemented Learning Circles to support case workers following the training. These Learning Circles are designed to provide case workers with hands on practice.</p> <p>Benefits Rate Setting and Payments – This program is designed to help case workers determine the appropriate earnings to use when calculating a worker’s benefit under the WCBNS Act. This is a 2 day program around determining appropriate earnings and calculating short and long term benefits. Approximately 100 case workers participated in these sessions. We are currently designing an audit for the case workers to determine if the learning has been transferred to their daily work.</p> <p>RTW Management and Program & Services Entitlement is under development. This program will incorporate how to manage a claim. What services and programs are available to help facilitate an early and safe RTW for the</p>	Q1-Q4 2014	

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	<p>worker. To be added to the Case Manager Tool Kit in September</p> <p>Tiered Services – We have recently signed new contracts with Physiotherapists and Chiropractors. We will deliver training in the fall regarding our Tiered Services Program and any of the changes made during contract negotiations.</p> <p>Other Entitlement Programs – Training around Carpal Tunnel was developed last year incorporating new letters and forms for Employers, Workers and Physicians to help determine the diagnosis and adjudication of Carpal Tunnel claims.</p> <p>Over a Period of Time Injuries – This program is under development and will cover both Repetitive Strain Injuries and those Sprain/Strain injuries where there is no specific event. We are seeing more and more claims filed where there is no specific event causing an injury. We want to help case workers determine if there is an injury under the Act. Have developed draft forms for workers, employers and physicians to complete. Practice Guideline is currently being developed.</p> <p>In addition to technical training, we are working with our Policy Department and continue to create Practice Guidelines to help provide direction to case workers in adjudicating claims. To date this year we have developed “In the Course of Employment – Time, Place, Activity”, “Secondary Injuries”, “Physiotherapy after working hours” and “Out of Country Medical”. We are currently working on “Over a Period of Time Injuries”, “Carpal Tunnel”, “Concussions”, and “Cause of Earnings Loss”. We are also working to update our position statements.</p> <p>Best Practice In Health Care Initiatives to support Return to Work</p>	<p>Q2-Q4 2014</p>	
	<p>Knowledge Management Strategy - Implementation</p>	<p>Q1-Q4 2014</p>	

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<p data-bbox="48 103 489 131">Shared information / opportunities</p> <p data-bbox="48 318 428 345">Additional Information / Items</p>	<p data-bbox="821 103 1619 391">Work continues in 2014 to incorporate our new Knowledge Management framework into how we work. As part of this, we will continue to work on setting up an appropriate governance structure for managing our knowledge and will work on developing and launching a quick hit that will serve as a convincing first step in using the new framework. The ultimate goals for Knowledge Management are:</p> <ul data-bbox="831 435 1633 980" style="list-style-type: none"><li data-bbox="831 435 1633 537">• Save time – Enable easy access to quality, reliable and concise information for all employees when and where it is needed<li data-bbox="831 545 1633 647">• Build confidence – Promote consistency in processes and decision making throughout the organization<li data-bbox="831 656 1633 722">• Learn from our experience – Facilitate continuous improvement of our standards and practices<li data-bbox="831 730 1633 797">• Leverage the power of the crowd – Make sharing easy and harness our collective experience<li data-bbox="831 805 1633 980">• Facilitate independence – Instill responsibility in employees to be more efficient and improve outcomes by using information, standards, processes and practices that are readily available rather than relying on others		