Disability Management Audits: Developing a Program that works

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Why do we need standards for Disability Management?

• In Canada:
  – Over 1,000 work-related deaths annually
  – Over 30,000 permanent work-related disabilities
  – Tied for top spot as the worst in OECD (Organization for Economic & Development) countries for its rate of workplace fatalities
  – Stands alone as the worst in OECD countries for failing to improve over the previous 20 years
What are the factors driving DM initiatives for employers?

- Aging workforce
- Escalating disability costs
- Increasing statutory obligations
- Rising number of collective agreements dealing with return to work
- Cost of re-training
- Escalating mental health claims
- Shortage of skilled professionals in certain industry sectors (Survey of 1000 Canadian employers)
What are the factors driving DM initiatives for employees?

- 1% hiring rate for persons with disabilities (this statistic has remained unchanged for the last 10 years)
- 60% of persons with disabilities live below the poverty line
- 50% of all personal bankruptcies in Canada are as a result of an individual acquiring a disabling condition and losing employment
Reducing LTI Costs

• Requires an effective Disability Management (DM) program based on accepted standards including:
  – DM policy and resources
  – Disability prevention
  – Early intervention and timely return to work process
What is NIDMAR?

• The National Institute of Disability Management and Research (NIDMAR) is a not-for-profit, multi-party institute, founded in 1994, supported through an endowment

• Board of Directors with collaboration between senior leaders in Labour, Business, Government, Education, Insurance and Rehabilitation

• Committed to reducing the human, social and economic cost of disability to workers, employers and society through:
  ➢ Education and Training
  ➢ Professional Certification
  ➢ Program Standards
To achieve Best Practice

• NIDMAR developed audit / assessment tools to measure workplace programs:
  – Consensus Based Disability Management Audit® (CBDMA®)
  – Workplace Disability Management Assessment® (WDMA®)
Assessing your DM program - Externally

• Consensus Based Disability Management Audit (CBDMA®)
  – An evidenced based audit tool
  – Developed by the National Institute for Disability Management and Research
  – Organizations achieving 80% qualify for International Disability Management Standards Council certification (IDMSC)
What does the CBDMA® Do?

• The CBDMA® standards were designed to:
  – Establish a minimum benchmark for workplace DM programs
  – Identify opportunities for DM program improvements
  – Encourage the adoption of best practices in DM
CBDMA® Process

• Completed by a Certified CBDMA® Auditor
• Based on information obtained using:
  – Consensus based questions of a workplace group
  – A review of workplace practices and procedures
  – Survey/interview questions from a sample of workers and managers
CBDMA® Process

• The auditor will be at the worksite for 2-3 days
• The CBDMA® is composed of 180 questions in 16 elements
• Information is entered into an online tool and a detailed written report is produced by the auditor explaining the results
CBDMA® Elements

Evaluation of 16 elements:
1. Joint Worker-Management Support and Empowerment
2. Responsibility, Accountability and Authority
3. Workplace Culture and Policy Development
4. Information and Communication Management
CBDMA® Elements

5. Benefit Design and Influences
6. Knowledge and Skills of Disability Management Practitioner
7. Accident Prevention and Safety Programs
8. Occupational Ergonomics
9. Health Promotion and Wellness
10. Injury, Disability and Lost Time Patterns
CBDMA® Elements

11. Disability Cost Benefit Data
12. Early Intervention and Worker Communication Protocol
13. Case Management Procedures
14. Return to Work Coordination
15. Transitional Work Options
16. Workplace Accommodations
Element scoring

- **Level 4 (80-100%)**: fully developed; well implemented; highly effective; and little is required to improve upon or enhance the element.

- **Level 3 (60-79%)**: developed; implemented; effective; can be improved upon through enhancement or modification.

- **Level 2 (40-59%)**: less than fully developed; somewhat effective; significant improvements can be made.

- **Level 1 (20-39%)**: in preliminary stages of development or implemented; minimally effective; more modifications or enhancements required.

- **Level 0 (0-19%)**: The element does not exist at the workplace.
WSIB/NIDMAR/PSHSA Pilot project -2010

- Ontario LTC homes
  - Independently owned
  - Part of small group of LTC homes
  - Part of large organization of LTC homes
  - 3 CBDMA® ; 3 WDMA®

- BC LTC homes
  - Large LTC home groups under Health Authorities (thousands of FTE’s)
  - Small independent homes(<50 FTE)
Audit findings- Key strengths

- Highest scores for Ontario
  - Element 7- Accident Prevention and Safety Programs (78.5%)
  - Element 1- Joint Worker-Management support and Empowerment (65.2%)
  - Element 12- Early Intervention and Employee Communication Protocol (63.9%).
Audit findings

• Averages for 5/16 elements were higher for Ontario:
  – Element 5- Benefit Design and Influences (Ontario 63.1%, BC 41.7%),
  – Element 7- Accident Prevention and Safety Programs (Ontario 78.5%, BC 54.4%),
  – Element 8- Occupational Ergonomics (Ontario 53.1%, BC 45.8%),
  – Element 10- Injury, Disability and Lost Time Patterns (Ontario 57.3%, BC 37.5%), and
  – Element 12- Early Intervention and Employee Communication Protocol (Ontario 63.9%, BC 46.2%).
Audit findings

- Ontario industry average lower than BC for:
  - Element 6 - Knowledge and Skills of the Disability Management Practitioner, (Ontario 31.2%, BC 79.2%).

- Level 1 Ontario scores (20-39%)
  - Element 6 - Knowledge and Skills of the Disability Management Practitioner- 31.2%
  - Element 4 – Information and Communication Management-35.7%
  - Element 11- Disability Cost Data- 37%
An effective Return to Work program includes the following five steps:

1. Senior management commitment and employee involvement
2. Program needs assessment
3. Program development
4. Program implementation
5. Program evaluation
Recommendations

• Recommendations specific to the long-term care facilities in the Ontario audit group:
  – Establish Joint Labour/Management Disability Management Committee
  – Ensure consistent management of occupational and non-occupational injuries/illnesses
  – Implement a written program including policies, procedures and a process for individualized formal RTW plans
  – Designate an individual to lead the DM program
  – Provide formalized education for individuals responsible for RTW coordination and acting in the DM role
  – Implement an information management system to track injuries, illness and their costs
Additional Tips for Employers

- Invest in prevention strategies
- Support workers post injury - attempt to keep them at work through accommodation
- Ensure you have a documented comprehensive RTW program established collaboratively with unions
- Use objective processes - job descriptions, PDA’s, FA form, medical case management, individualized RTW plans
- Ensure program is applied consistently
- Invest in competent professionals: RTW Coordinators, Disability Management Professionals, Health and Safety Professionals
Resources

• The Disability Management Self-Assessment (DMSA) tool:
  – Overview
  – Hardcopy
  – On-line http://pshsa.ca/products/
PSHSA Products

PSHSA offers a wide variety of general and sector-specific products in a range of formats, from DVDs to posters, manuals and training kits. You can browse our complete product selection in the Product Catalogue.

Free E-tools

These electronic tools can help you assess and plan for your health and safety program.

- Assessing Workplace Violence in the Community Care Sector – English
- Assessing Workplace Violence in the Acute Care Sector – English
- Assessing Workplace Violence in the Long-Term Care Sector - English
- Assessing Workplace Violence in any Sector – English
- Violence/Aggression Assessment Checklist for Emergency Deparments and Emergency Medical Services – English
- The Disability Management Self Assessment (DMSA) Tool (A FREE Return to Work Assessment Tool) – English

Free Downloads

PSHSA has more than 100 free Fast Facts, Posters and Resource Materials on a full-range of topics. You can find a full selection of Free Downloads here. To purchase printed copies of these downloads, check our e-store.
RTW/DM Support to Employers

RTW Part 1: Legislation and the RTW Program

An effective RTW Program should be considered an essential part of every organization. Based on NIDMAR principles, the benefits of a RTW Program, overview of relevant legislation and the steps to develop a comprehensive program using several tools and templates.

RTW Part 2: Case Management and Privacy

This session applies NIDMAR principles and practical tips on managing the RTW Program from establishing early contact, collaborating with physicians and preparing for the employee’s return. Maintaining privacy and confidentiality during the RTW process is also discussed.
Questions?
Thank you!


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