Steps to Integrating Mental Health into your Disability Management Program: A Proven Approach

Schedule 2
Employers Group Conference
October 2016
Mississauga is a young, vibrant, and thriving city in the heart of one of the most exciting and prosperous regions in North America.
Mississauga is diverse and growing

Canada’s 6th largest city

Percentage of foreign born Mississauga residents

- 1980: 365,000 (26%)
- Today: 750,000 (52%)

130 languages spoken in Mississauga

Top 10 non-official languages in Mississauga

- Urdu 11.46%
- Tagalog 4.67%
- Portuguese 3.91%
- Cantonese 4.75%
- Mandarin 4.84%
- Spanish 5.15%
- Chinese 5.50%
- Arabic 6.54%
- Punjabi 8.19%
- Polish 9.13%
Our Future Mississauga Strategic Plan

Strategic Pillars for Change

- **move**: developing a transit-oriented city
- **belong**: ensuring youth, older adults and new immigrants thrive
- **connect**: completing our neighbourhoods
- **prosper**: cultivating creative and innovative businesses
- **green**: living green
People Strategy

- Was developed in order to facilitate and support the City’s Strategic Plan.
- It was designed to provide a framework to guide Human Resources plans and programs.
- The strategy has three strategic priorities:
  1. Talent Management
  2. Healthy Workplace
  3. HR Business Partnership
Composition of City of Mississauga’s Workforce 2015

Total Complement: 4228
- Non-Union, 2042, 48%
- ATU - Transit, 1130, 27%
- Fire, 696, 16%
- Other Unions, 360, 9%

Total Headcount: 7442
- Non-Union, 68%
- ATU – Transit, 14%
- Fire, 9%
- Other Unions, 9%
Why are we here?

The objectives of this information session are to:

- Outline the City of Mississauga’s approach to managing disability claims, including mental health issues
- Illustrate the tools available to support us
- Discuss our resources
- Review our journey in building our programs
- Outline next steps
The City’s Experience

✓ Increasing disability costs
✓ Increase time on modified work
✓ Inconsistent approach in managing attendance & return to work
✓ Greater need to integrate different benefit streams
✓ Aging workforce
✓ Increase in number of absences related to mental/emotional issues
✓ Increase focus on mental health issues
✓ Lack of medical resources within the community
Our Approach

Mental Health Continuum

Adapted from National Defense
Our Evolution

Reactive

- Employee Health & Recovery Program
- Adding Expertise
- Supportive Policies
- Cognitive Functional Assessments
- Revitalized Peer Team
Centralized Disability Management

Employee Benefits

1. Assistance to obtain best medical care focused on return to work
2. Consistent integration of disability benefits
3. Ability to maintain productive work life
4. Consistent support regardless of nature of medical condition
5. Clear processes and protocols
Centralized Disability Management

Supervisor Benefits
1. One stop shopping for advice and support
2. Support for complicated medical conditions which may involve HR issues
3. Clearly defined process
4. Clear roles and responsibilities
5. Tailored training programs
Centralized Disability Management

Benefits to the Corporation:
1. Consistent process to ensure fair and equitable approach
2. Identification of trends through analysis and reporting of metrics
3. Economy of scale and consolidation of skills to improve service delivery
4. Better access to information to support decisions
5. Ability to perform long term career planning for disabled employees
6. Access to reliable data to support accountability at all levels
Employee Health and Recovery Program

Purpose

Promote Employee health and recovery by partnering with all stakeholders to ensure appropriate benefit and by promoting early and safe return to work.
Employee Health and Recovery Program: Objectives

• Clearly defined:
  – processes including absence and return to work
  – roles and responsibilities for all stakeholders
• Ensure right benefit at right time
• Maximize use of resources
• Facilitate rehabilitation while promoting early and safe return to work
• Promote the City’s ideals in a caring and responsible manner
• Comply with applicable legislation and regulations
Disability Team 2009

Manager Employee Health Services

Occupational Medicine Consultant

Occupational Health Nurse

Claims Management Specialist

Claims Assistant

Human Resources Business Partner Manager

Claims Management Assistant

Claims Assistant

Claims Assistant
Absence Phase
Supervisor Led

When
- Employee is absent between 3 to 10 days

How
- Supervisor communicates program elements
- **Supervisor determines need for follow-up**
- Contacts employee as required

Document
- Need for medical note as determined by supervisor
Absence Phase
Disability Team Led

When
• Employee is absent > 10 working days or there are HR issues

How
• Supervisor sends out Disability Package after 5 days of absence
• EHS assesses absence against policy
• Supervisor maintains regular contact with employee
• EHS manages absence, assesses need for more medical and confirms return to work
• Employee participates in active medical care

Document
• Disability Income forms
• Regular requests for updated medical
Return to Work Options

- Return to full regular duties/work
- Short Term Accommodation (STA) which is not limited by usual job content or classification and may include any of the following:
  - changes or reduced hours;
  - a modification to regular duties;
  - periodic rests or exercise breaks;
  - temporary assignment to a different job matching the Employee’s functional abilities.
- Permanent Alternate Work
Short Term Accommodation
Supervisor Led

When
- Employee is able to perform the essential duties and
- Absence is < 3 weeks or accommodation is < 3 weeks & can be accommodated within work group

How
- Meet with employee to discuss & confirm return to work plan.
- Monitor performance as per accommodation plan
- Request assistance as needed

Document
- Document Return to Work Level 1
Short Term Accommodation
Disability Team Led

When

• Employee unable to perform essential duties and/or
• Absence is > 3 weeks or accommodation is >3 weeks

How

• Meeting between employee, supervisor and Disability Team, if appropriate, to confirm return to work plan.
• Supervisor monitors STA and performance is reviewed
• EHS must support STA and Disability Team available to assist, including updates.

Document

• Document Return to Work Level 2 Form by supervisor and/or disability team member.
Tools

- Absence Package
  - Introductory letter
  - Employee FAQ
  - Disability Form
- Supervisor FAQ
- Employee Health Services Assessment (EHS): includes disability form, manager and employee phone interview
- Employee Health and Recovery Web Site
- Mandatory training to all Supervisors
- Communication of Employee Health & Recovery Program
Employee Health and Recovery Program

The purpose of the Employee Health and Recovery Program is to promote Employee health and recovery through partnering with all stakeholders to ensure that employees receive the appropriate benefit and to promote early and safe return to work opportunities for all employees, without risk to their health, or the health of others.

To assist with the administration of the Employee Health and Recovery Program it has been divided into 2 integral phases:

1. The Absence Phase for Short Term Disability
2. Return to Work Phase for Short Term Disability

> Tip Sheet
Evolution of Disability Team 2011

Manager Employee Health Services

Onsite Psychiatrist

Occupational Medicine Consultant

Claims Assistant

Occupational Health Nurse

Occupational Health Nurse

Occupational Therapist

Claims Management Specialist

Claims Assistant

Claims Management Specialist

Claims Assistant
Our Evolution - Reactive

1. Employee Health and Recovery Program
   - Updated disability forms
2. Peer Teams
   - MFES
   - Transit
3. Cognitive Functional Assessment Forms
   - Distributed by EHS
4. Enhancements to early identification, assessment and treatment of Mental Health issues
Our Evolution

Proactive

- Mental Health Campaign
- Mental Health Training
- Physical and Psychological Demands Analysis
- Psychological H&S Assessment
- Comprehensive Employee Assistance Program
- Supportive Policies
- Wellness Strategy
Our Evolution- Proactive

1. Mental Health Campaign
   - EAP Orientation for Employees & People Leaders
   - Focused Mental Health Initiatives

2. Mental Health First Aid People Leaders Training
   - Library
   - Recreation
   - Parks
   - Mississauga Fire Emergency Services
Our Evolution- Proactive

3. Enhanced the EAP
   - Significant Increase in EAP utilization

4. Physical and Cognitive Demands Analysis
   - Over 135 Multi-incumbent jobs

5. Pilot of Assessment against Psychological Health and Safety Standards within Mississauga Fire & Emergency Services
Our Evolution- Proactive

6. Supportive Policies:
   - Alternate Work Arrangements
   - Attendance Support and Management Program
   - Respectful Workplace Policy
   - Violence in the Workplace Policy
   - Short and Long Term Accommodation

7. Wellness Strategy Approved in 2015
   - Employee Interest Survey incorporated into Employee Engagement Survey

8. Benchmarking
   - Relative Cost Index
Integration of Disability Management Program with Mental Health Strategy

Prevention

Examples
• Early detection tool
• Education on mental health
• Coping skills training
• Health and wellness activities
• Reduce workplace hazards
• Communication strategies to reduce stigma and self-advocacy
• PDA/CDA
• Physical health initiatives

Support

Examples
• EAFP
• Management training in mental health detection and support
• Peers support groups
• Benefits plan
• Management effectiveness
• Culture – promote respectful workplaces
• Supportive return to work programs
• Accommodation programs

Treatment

Examples
• Onsite Psychiatrist
• Preferred provider list
• Treatment specific programs
Mental Health Objectives

*Mental Health and Well-being doesn’t just happen…*

The 5 Rs of Workplace mental health:
- Resilience
- Recognizing Risk
- Recovery
- Return to Work
- Removing Stigma

Disability Management

Adopted from presentation from Dr. Bill Howatt
Your Approach

- Gap Analysis
- Appreciate your resources
- Build Partnerships
- Understand your organization's readiness for change.
- Which model can you support: functional vs medical?
- Plan for the future
Next Steps

- Initiate Mental Health Works Training
- Alignment with other Training Initiatives
- Continuous improvement
- Accreditation
- Alignment with Benefit Review
- More…………………..
QUESTIONS?