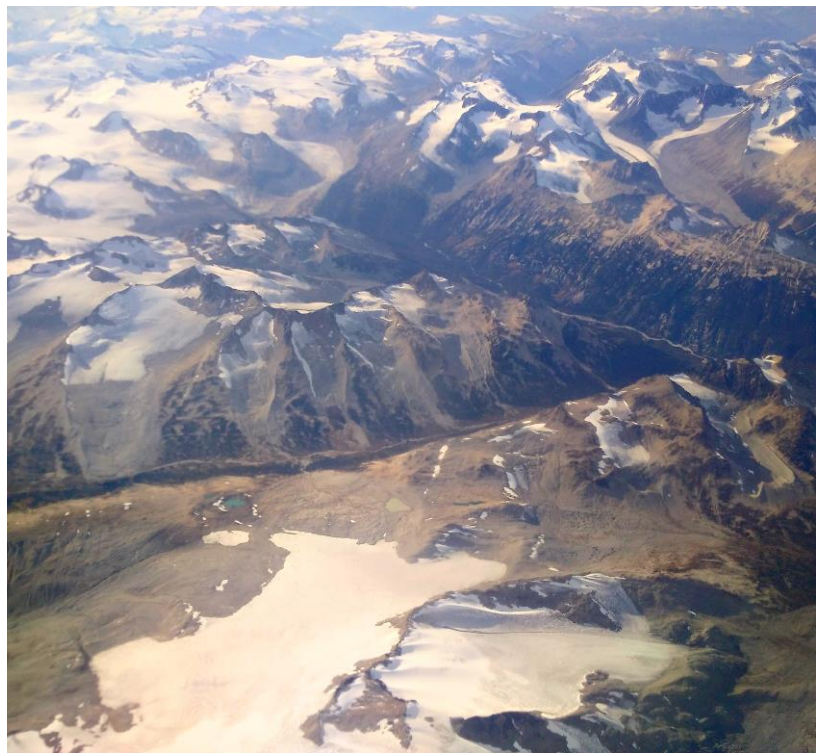


Community Social Services WorkSafeBC Pilot Project

an Innovation and Sustainability Roundtable Initiative



YEAR TWO PILOT PROJECT REPORT



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It is vital to note the Pilot would not have been successful without the commitment made by the Twenty-Six (26) employers (listed below), the support of the Community Social Services Bargaining Association, and the Community Social Services sector throughout British Columbia.

I would like to recognize WorkSafeBC for funding and providing resources to the Pilot. Special thanks to Stephen Symon and Patrick Whalen at WorkSafeBC for their support.

I would also like to acknowledge Gentil Mateus (CSSEA) and Rick FitzZaland (FED) for their invaluable guidance and leadership.

Participating Employers

Abbotsford Community Services, AiMHi Prince George Association for Community Living, AXIS Family Resources Ltd, Bethesda Christian Association, Community Integration Services Society, Community Living Society, Creston and District Society for Community Living, Inclusion Powell River Society, J. Garnons Williams Ltd., Milieu Family Services Inc., Nanaimo Association for Community Living, North Okanagan Youth & Family Services Society, Okanagan Boys & Girls Clubs, Options Community Services, posAbilities Association of British Columbia, Richmond Society for Community Living, Sea to Sky Community Services Society, Semiahmoo House Society, Spectrum Society for Community Living, Starbright Children's Development Centre, Sunshine Coast Community Services Society, The Immigrant Services Society of BC, The John Howard Society Lower Mainland of BC, Touchstone Family Association, Vancouver Aboriginal Child & Family Services, Victoria Cool Aid Society

Community Social Services Bargaining Association

BC Government and Service Employees' Union, Canadian Union of Public Employees, Hospital Employees' Union, Health Sciences Association of BC, United Steelworkers of America, United Food and Commercial Workers International Union, Construction and Specialized Workers' Union, Christian Labour Association of Canada, BC Nurses' Union, Service Employees' International Union

Partners

*Community Social Services Employers' Association of BC (CSSEA),
Federation of Community Social Services of BC (FED),
WorkSafeBC*

EXECUTIVE SUMMARY

This Report is a summary of the activities that have been achieved in year two of the Community Social Services (CSS) WorkSafeBC Pilot Project. The Pilot is a partnership initiative with the Community Social Services Employers' Association of BC (CSSEA), the Federation of Community Social Services of BC (FED or FCSSBC), WorkSafeBC and the BC Provincial Innovation & Sustainability Round Table.

We are delighted to report that WorkSafeBC has granted a one-year extension to the Pilot Project. The Final Project Report will be completed in June of 2018.

BACKGROUND

The Community Social Services Sector contributes approximately 10 million dollars per year to WorkSafeBC in Assessment (insurance) premiums. The CSS Sector has historically experienced a high number of injuries and a high number of time loss claims, which are comparable to the Health Care Sector. Over the past three consecutive years WorkSafeBC rates have been increasing on average of 20% in most of the Classification Units in the social services sector, which has increasingly created financial pressure for employers and has become unsustainable in the long term. As a result the *Community Social Services WorkSafeBC Pilot Project* was launched in April 2015 to specifically address the challenges for the community social services sector in reducing the length and costs directly associated with workplace injury claims.

VISION

The Pilot's vision is to reduce the number of workplace injuries, overall claim duration and the associated financial and human costs of workplace incidents by cultivating safe and healthy workplaces in collaboration with community social services sector, unions and stakeholders.

PILOT PROJECT PURPOSE

The purpose of the Pilot is to work in partnership with Community Social Services Employers' Association of BC, Federation for Community Social Services of BC, and WorkSafeBC directly to achieve the following:

- To improve Injury Prevention and Return to Work performance within the Community Social Services Sector in the following Classification Units (CU): Counselling or Social Services (CU#766007), Life and Job Skills Training (CU#766010), Long-Term Care (CU#766011), Residential Social Services Facility (CU#766017), and Short-Term Care (CU#766019)
- To reduce WorkSafeBC claims costs, slow the growth in WorkSafeBC base rates and reduce or eliminate premium surcharges by controlling the net costs of managing Occupational Health and Safety (OSH) and Disability Management (DM) business for employers
- To review opportunities that will improve access to WorkSafeBC Certificate Of Recognition (COR) and other programs for employers in the social services sector

PILOT PROJECT STREAMS

The project consists of three areas of focus:

- 1. Best Practices - Occupational Safety And Health, And Disability Management:**
To develop a comprehensive Occupational Safety & Health and Disability Management program based on best practices gleaned by the Pilot through analyzing WorkSafeBC experience ratings of CSS Sector employers to develop improved outcomes.
- 2. Classification Units Review:**
A review of six (6) of the most common CU and rate making structure of Community Social Services Sector was done to determine possible cost savings, including differential analysis of union & non-union settings, and to explore the possibility of community social services employers forming a majority in one or more CU.
- 3. Review of Accreditation and the WorkSafeBC COR Program:**
A comparison analysis between CSS Sector Accreditation processes such as Commission on Accreditation for Rehabilitation Facilities (CARF) and Council on Accreditation (COA) with respect to WorkSafeBC COR Program to determine if there is equivalency with WorkSafeBC requirements.

PILOT PROJECT DELIVERABLES & OUTCOMES

- ✓ An overview and comprehensive data analysis of the current CU of Pilot Employers engaged in the Project. **COMPLETED**
- ✓ Twenty -six (26) employers were identified and engage to participate with the Pilot Project. **COMPLETED**
- ✓ The Pilot provided thirteen (13) employers who were experiencing high injury and experience rates with support on Disability Management, Case Management, Return to Work Plans, Review of Health & Safety policy and process. **COMPLETED**
- ✓ A review of the CARF, and the COA standards within the social services subsector was investigated to determine if there is equivalency with WorkSafeBC COR Program to identify opportunities and prevent duplication. WorkSafeBC has determined CARF & COA Accreditation standards and the WorkSafeBC COR Program are not equivalent. **COMPLETED**
- ✓ The review and development of a Best Practices on Occupational Health & Safety, Disability Management and Return to Work practices for CSS Sector. **COMPLETED**
- ✓ Project Interim Report: May/June 2016 **COMPLETED**
- ✓ Identify opportunities, best practices and obstacles to implement a sector approach to positively impact injury management / return to work (RTW) programs. **COMPLETED**
- ✓ Disseminate and implement Learning and Best Practices to the CSS Sector. **COMPLETED**
- ✓ Develop prevention resources/materials with WorkSafeBC on Acts of Violence and Overexertion for the community social services sector, and coordinate training and education with WorkSafeBC for the CSS Sector in year two. Explore opportunities with the CSS Sector on how to optimize and access WorkSafeBC resources for CSS Sector, and foster a forum to collaborate CSS Sector and WorkSafeBC on injury prevention initiatives. **COMPLETED**
- ✓ The Pilot Project examined prospects to develop strategies to improve access to the WorkSafeBC COR Program for the CSS Sector. **COMPLETED**
- ✓ Year Two Pilot Project Report: May/June 2017 **COMPLETED**
- A review of the placement of certain employers within the correct WorkSafeBC CU (cost neutral/savings), and work toward CSS Sector forming a majority CU. **ONGOING**
- Long Term Care (CU #766011) and Residential Social Service Facility (CU #766017) rates revisited in late 2016, to examine opportunities to complete the migration without additional costs to CSS Employers. This process will also continue to support employers to ensure that they are registered in the correct CU, and to address any questions raised by the CSS Sector. **ONGOING**
- Community Social Service Employer's Association of BC, Federation of Community Social Services of BC, and CSS Sector continue to pursue agencies to form a majority in the Residential Social Service Facility (CU #766017) provided it is cost-neutral or savings-gained in the migration. **ONGOING**

BEST PRACTICES - OCCUPATIONAL SAFETY AND HEALTH, AND DISABILITY MANAGEMENT – SUMMARY

In year two the Pilot built on the achievements made in year one and the overlap demonstrates consistency in reaching objectives and outcomes. Year two's highlighted activities can be summarized as the following:

- To reiterate in year one the selection process are determined for employers that participated in the Pilot. The primary data focused on three key indicators: injury rate, injury time loss and CU experience rating were applied to identify employers that were performing well (good), and those who were not (poor). It is important to note that the following were considered among employers to capture a proper cross section: region, size of employer, division (type of services: General, Community Living, and Aboriginal), union or non-union workplaces, and membership affiliation with CSSEA/FCSSBC/independent agencies.
- Building on the strong foundation achieved through year one on the Best Practices – Occupational Safety & Health, and Disability Management Survey, the development of the *Community Social Services Health & Safety Handbook* was recommended by the sector and further to work with WorkSafeBC on crafting sector specific resources/information.
- Pilot Project Operational & High Level Strategic Plans were developed, implemented and monitored to ensure outcomes were measured periodically throughout Year 1 and Year 2.
- Detailed analyses were completed based on WorkSafeBC experience ratings of CSS Sector employers to develop improved outcomes. In year two the three most common injury types identified initially remained the same which were: Acts of Violence/Force, Overexertion (soft tissue) & Falls/Slips/Trips.
- In year two, all twenty-six (26) employers were actively involved in a volunteer basis.
 - The Pilot continued to work with twenty-six (26) pilot employers to participate in the Project.
 - Detailed cost drivers were continuously identified for each agency including an in-depth analysis of the types of claims, the cost of the types of claims, identifying historical injuries, and assessing overall employee injury time loss. This was done to monitor and develop trends at the agency level.
 - From January 2016, one-on-one work with thirteen (13) employers of the Pilot commenced ahead of schedule including discussions on a strategy to implement Best Practices across the sector which continued in Year 2.
 - Follow up on Action Plans with the thirteen (13) pilot employers were developed in conjunction with third party benefit providers based on their individual challenges and opportunities.
 - Mini projects for the thirteen (13) pilot employers were developed and implemented in Year 2.
 - Return To Work, Disability Management, Agency Policy Review
 - Review of WorkSafeBC's Employer Safety Planning Tool Kit
 - Examination of Classification Units
- All twenty-six (26) agencies remain actively involved with the project and the level of interest and engagement in the sector remain high.
- In year two, a WorkSafeBC Consultation Rate Webinar (September) was conducted where eighty-eight (88) community social services employers registered and participated.
- In September 2016, the Pilot presented at CSSEA HR Practitioners' Meeting, wherein fifty-five (55) agencies participated.
- Third Party Benefit Providers were consistently involved to ensure consistency in claims management administration with the 13 employers engaged with the DM part of the Pilot. The three Benefit Providers were: Healthcare Benefit Trust – Great West Life, Community Services Benefits Trust – Disability Management Institute, and Schmunk/Gatt/Smith – Acclaim.
- Highlight - Pilot outreach to community social services sector:
 - CSSEA HR Practitioners' Meeting Cranbrook workshop [twelve (12) Organizations participated]
 - CSSEA HR Practitioners' Meeting Kelowna (WorkSafeBC presenters) workshop [twenty (20) Organizations participated]
 - CSSEA HR Practitioners' Meeting Vancouver Island (WorkSafeBC presenters) workshop [eighteen (18) Organizations participated]
- Pilot Project provided regular updates and presentations to the CSS WorkSafeBC Check-In Committee, BC Government Innovation and Sustainability Roundtable, CSSEA HR Regional Groups, the BC CEO Network and the Community Social Services Bargaining Association (CSSBA).

BEST PRACTICES

OCCUPATIONAL SAFETY AND HEALTH, AND DISABILITY MANAGEMENT - SUMMARY (Continued)

- With respect to the WorkSafeBC Certificate of Recognition Program the Pilot liaised with the BC Municipality Safety Association (BCMSA) to explore means to improve access for the community social services sector.
- Classification Unit migration process for employers to transfer from Long Term Care (CU#766011) to Residential Social Service Facility (CU#766017) was held in 2016 as a result of similar rates, however was reactivated in 2017.
- Ongoing monthly Pilot Updates were provided to CSSEA, FED, WorkSafeBC, and Innovative Roundtable Provincial Steering Committee in Year 1 and Year 2.
- The development of a *Pilot Newsletter Update* was created and distributed to the sector on a bi-monthly basis.

RESOURCE DEVELOPMENT

In year one and two several education/information webinar sessions took place with employers in Victoria, Kelowna and the Lower Mainland. The purpose of the education/information sessions was to collaborate and support employers by building on their existing OSH, DM & RTW policies and practices.

Community social services sector continues to make a clear case that the sector is not the same as Healthcare, and has demonstrated a need for industry-specific information and resources.

As a result of Best Practices on Occupational Health & Safety gathered from the community social services sector by the Pilot Project through outreach activities and collecting data/feedback, the Pilot crafted the framework for a CSS Health and Safety resource. A Resource Review Time Line Plan was developed to ensure the process would appropriately address all the needs as highlighted by the CSS sector and that all stakeholders had the opportunity to provide viable feedback on the development of a *CSS Health & Safety Handbook*.

The *Community Social Services Employer's Health and Safety Handbook* and the *CSS Injury Management (Recover at Work) Road Map* [Appendix] were completed and will be distributed to the community social services sector.

The Pilot would like to thank the Community Social Services Bargaining Association for providing valuable feedback and endorsing the *Community Social Services Employer's Health & Safety Handbook*.

CLASSIFICATION UNITS REVIEW

The Classification Unit (CU) migration component of the Pilot was intended as a cost saving and or a cost neutral exercise to ensure social service agencies are registered in the correct WorkSafeBC Classification Unit(s), and to attempt the CSS Sector to form a majority presence in a single or more Classification Unit(s).

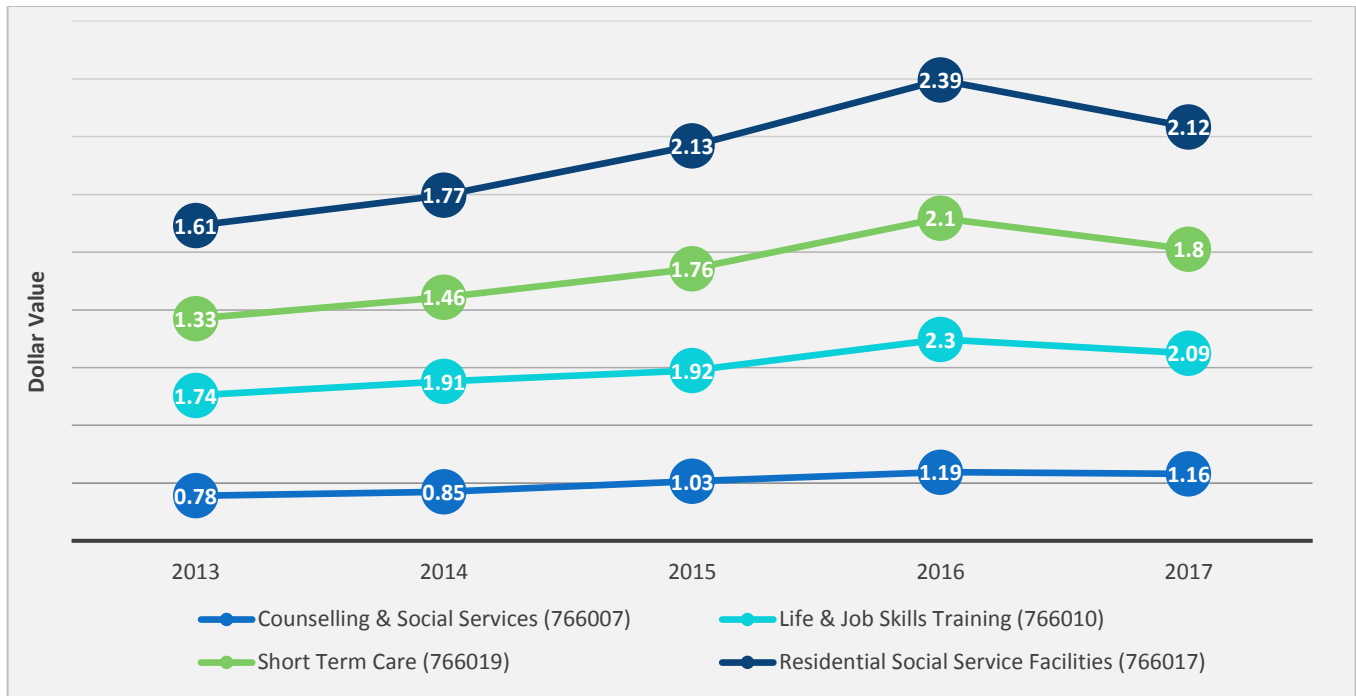
It is important to note that WorkSafeBC is the authority on the classification unit selection and audit process of employers.

In year one, the migration process was put on hold for employers in the Long Term Care (LTC - CU#766011) to the Residential Social Services Facility (RSSF - CU#766017). The reason for this was due to the CU migration of 2016, where the gap was significantly close for CU Rates issued in LTC (\$2.42) and RSSF (\$2.39).

Important observation made by the Pilot is that employers are reluctant to engage in WorkSafeBC premium cost savings simply because funders will remove the savings from overall budgets. Employers that are doing an excellent job on injury prevention, disability management and overall mitigating health & safety costs are being penalized by funding bodies.

CLASSIFICATION UNITS REVIEW
(Continued)

WorkSafeBC Classification Units Base Rate History



(Base Rates – \$100 per assessed on the employers payroll.)

In year two, because the cornerstone of this initiative requires the migration to be cost neutral or savings positive, the decision was made to suspend the work until 2017. WorkSafeBC 2017 Classification Unit Rates for our sector indicates a decrease.

| Socials Services Sub Sector CU Rates | CU | 2016 | 2017 | |
|--------------------------------------|--------|--------|--------|----------|
| Counselling or Social Services | 766007 | \$1.19 | \$1.16 | (-2.5%) |
| Life and Job Skills Training | 766010 | \$2.30 | \$2.09 | (-9.0%) |
| Long-Term Care | 766011 | \$2.42 | \$2.36 | (-2.4%) |
| Residential Social Service Facility | 766017 | \$2.39 | \$2.12 | (-11.0%) |
| Short-Term Care | 766019 | \$2.10 | \$1.80 | (-14.0%) |

Community social services employers were pleased to see the classification unit rates decreases in 2017.

As the WorkSafeBC Rates were formally implemented on January 1, 2017, the Pilot will activate the discussion on migrating employers from LTC to RSSF CU`s. The discussions will continue to ensure that they are classified in the correct classification unit(s).

REVIEW OF ACCREDITATION AND WORKSAFEBC COR PROGRAM

The review was initiated for two reasons; firstly, to reduce duplication in the event there was equivalency between the two bodies which would result in cost saving on WorkSafeBC Assessments for CSS employers and secondly, to increase the enrollment of the community social services employers to participate in WorkSafeBC Certificate of Recognition (COR) Program.

Currently, less than 8% of community social service employers are able to participate in the WorkSafeBC COR Program. This is due to obstacles such as a lack of sector specific dedicated resources, supports and an unclear path for CSS employers to access the program.

In 2015, WorkSafeBC conducted an in-depth analysis of the community social services Accreditation standards [Council on Accreditation (COA) and Commission on Accreditation of Rehabilitation Facilities (CARF)] and the WorkSafeBC Certificate of Recognition (COR) Program on whether they are equivalent or not equivalent. WorkSafeBC concluded that CARF and COA were not equivalent to WORKSAFEBC COR Program criteria and the gap was too significant to be addressed during the lifespan of the Pilot.

The BC Municipality Safety Association (BCMSA) is the certified partner of WorkSafeBC which is granting the community social services sector the Certificate of Recognition Program. Employers that successfully completed the BCMSA WorkSafeBC COR Program receive a 10% reduction on their existing registered classification unit(s) rate.

In order for community social services employers to improve access to the WorkSafeBC COR Program, the Pilot Project Manager is completing the BCMSA WorkSafeBC COR Auditors Certification Training. The intent is for the Pilot to serve as a valuable resource to community social service employers to effectively prepare and engage in the process to access the WorkSafeBC COR Program.

RECOMMENDATIONS

- *The Pilot to build on the Best Practices on Occupational Safety and Health and Disability Management successes achieved with the community social services sector, and to enhance on resource materials.*
- *The Pilot to continue working with CSS sector to ensure Agencies are registered in the correct Classification Unit(s) with WorkSafeBC.*
- *The Pilot to work with WorkSafeBC and the BC Municipality Safety Association to examine a process to fine-tune the existing WorkSafeBC Certificate of Recognition Program, where possible, to capture the health and safety nuances of the community social services sector.*
- *The Pilot to increase the level of access and to facilitate the CSS Sector to WorkSafeBC resources, Programs/Services, Employer Safety Planning Tool Kit, including the WorkSafeBC Certificate of Recognition Program.*
- *CSSEA, FED, WorkSafeBC and Stakeholders to further explore the feasibility of a Community Social Services (CSS) Sector Health & Safety Information HUB, Centre, and or Training/Education Committee or Association on injury prevention, return to work practices, disability management and health & safety resources.*
- *The Pilot to ensure future sustainability by building on the gains, work accomplished and partnerships established by the Pilot Project beyond the three year scope.*

PILOT PROJECT YEAR THREE PROJECTED OUTCOMES & DELIVERABLES

The Community Social Services (CSS) WorkSafeBC Pilot Project will continue to build on the accomplishments and successes achieved over the past two years and will focus on nurturing partnerships with the Community Social Service employers, Unions, WorkSafeBC and Stakeholders.

CSS WorkSafeBC Pilot Project mandate/purpose will continue to assess the following:

- Improvement on occupational health and safety, injury prevention and return to work performance
- Reduction of WorkSafeBC claims costs, slow the growth in WorkSafeBC base rates and premium surcharges and reduce the net costs of managing Occupational Health and Safety and Disability Management business
- Opportunities to improve access to the WorkSafeBC COR Program

The four areas that will be focused in year three will be the following:

1) Best Practices - Occupational Safety and Health, and Disability Management

The Pilot will continue to engage with all twenty-six (26) Pilot Employers [both - 13 struggling and 13 best performing]. Concentrated efforts will be made to work and monitor with thirteen (13) struggling employers on injury prevention, return to work and disability management. Classification Unit reports will be sent to all twenty-six (26) Pilot employers and follow up will be periodically done to review performance in 2017/2018.

Information such as the “CSS Employer’s Health & Safety Handbook” and the “Community Social Services Injury Prevention (Recover At Work) Road Map” developed in collaboration with the Community Social Services Pilot employer, unions and stakeholders will also be presented and distributed to the sector to improve injury prevention and disability management throughout British Columbia.

2) Classification Unit Migration & Rate Forming

WorkSafeBC 2017 Classification Unit (CU) Rates for Community Social Service sector have all indicated decreases. As the 2018 WorkSafeBC Rates are implemented, the Pilot will continue to activate the discussion on the migration process with employers to ensure employers are in the correct CU.

It is important to note that WorkSafeBC is the authority responsible for the Classification Unit process, and the Pilot will be respecting this protocol.

The community social services sector will continue to work towards the migration of the two Classification Units that properly reflect the industry which are Counselling or Social Services CU# 766007 and Residential Social Service Facility CU#766017. Discussions will also continue with the CSS Sector to engage in a rate forming a single majority classification unit.

3) WorkSafeBC COR Program

The Pilot will be working with the BC Municipal Safety Association to obtain WorkSafeBC Certificate of Recognition Auditors training and further explore how to improve access to WorkSafeBC COR Program for the CSS Sector. The intent of the Pilot will be to serve as a COR resource to encourage the community social services sector to prepare and embark on the Program.

4) Sustainability

The Pilot will work with the project sponsors, unions and stakeholders in the community social services sector to develop a sustainable strategy and support the dissemination of the best practices developed by the Pilot as well as actionable recommendations for ongoing support of Occupational Health and Safety for the social services sector in BC.

FINAL REPORT

A final Pilot Project Report will be completed in middle of 2018 to capture all activities, outcomes and deliverables accomplished by the Project.

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APPENDIX

**Community Social Services
Health & Safety Handbook
&
Community Social Services
Injury Management (Recovery at Work)
Road Map** [Pages 28 – 32]