

Disability Management for Leaders

Leading in Sickness
and in Health

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Introductions



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Agenda

Re-Introducing Sick Leave
(Work-Disability) 01

Leader's Influence on
Claim Duration and RTW 02

Modified (Transitional) Work 03



Re-Introducing Sick Leave (Work-Disability)

01

Diagnosis **does not** equal disability

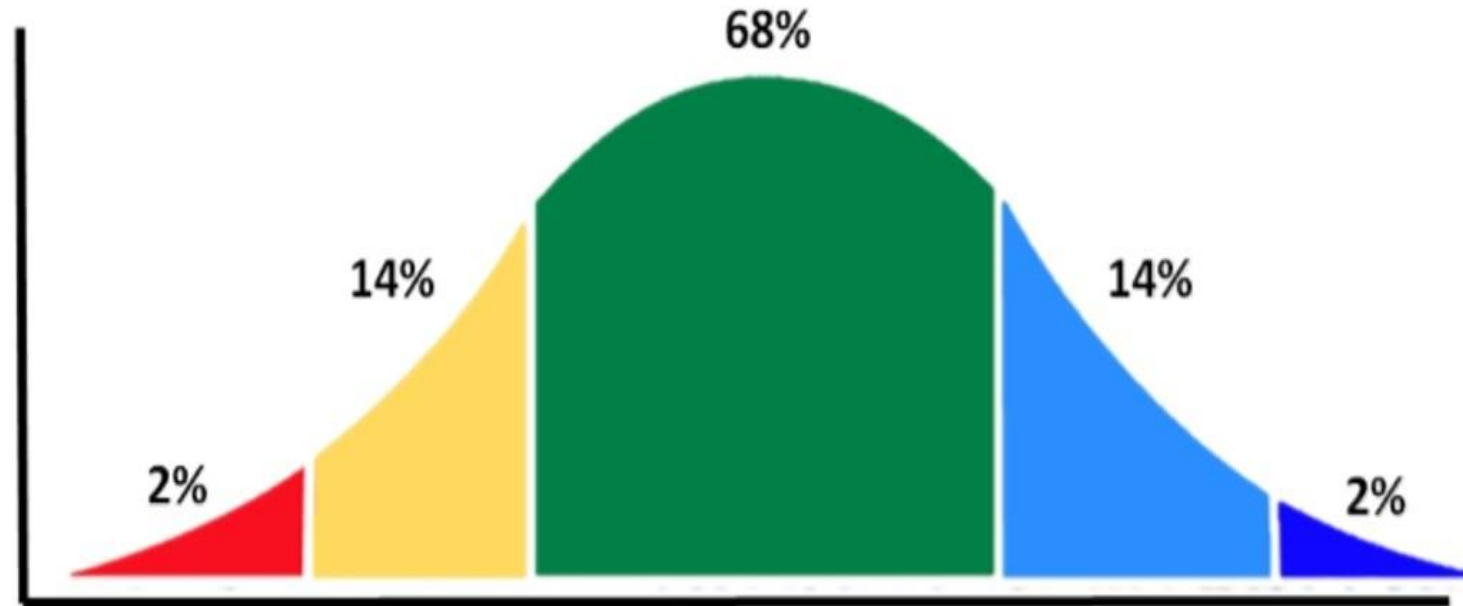
1 in 2 | Government
employees are managing
at least one chronic medical
condition



Disability is not “all or nothing”

Experience of
disability is unique
and personal

It is not A or Z,
it's fluid



Impact on Function

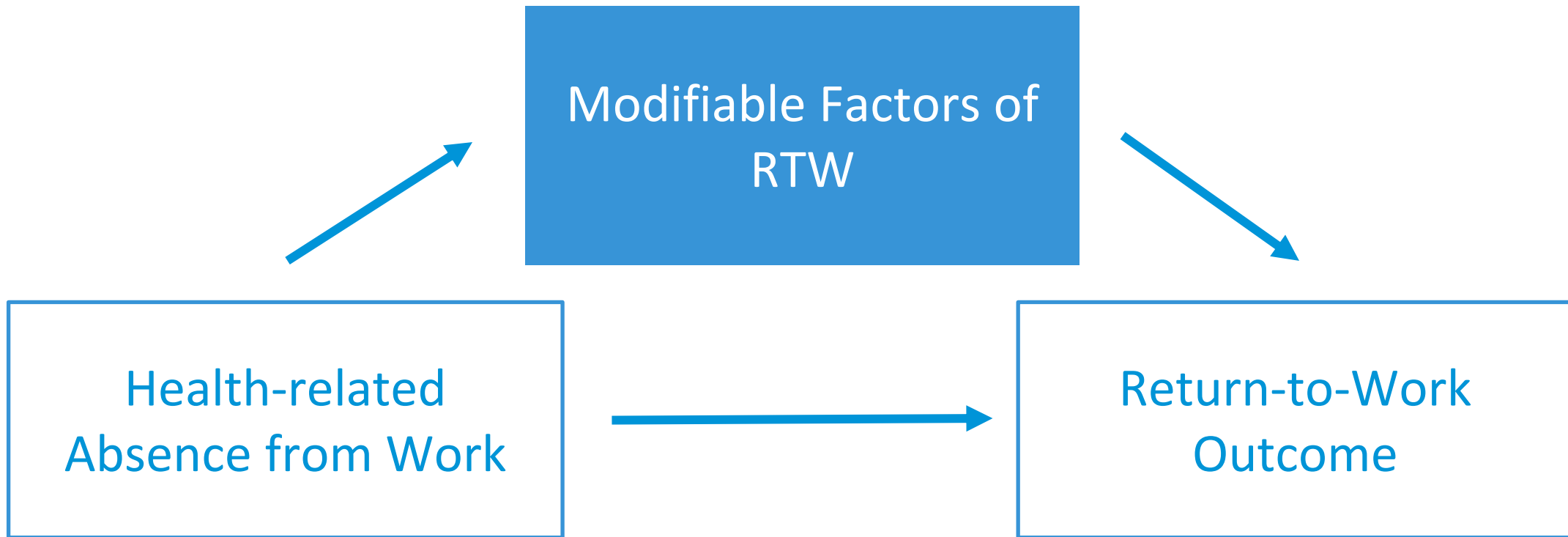


Work-Disability depends on work environment (duties)

Disability is a result of interactions between functional impact of a diagnosis and our environment/duties

If we change the environment, we can enhance or reduce the impact of disability

What Impacts Duration and Return to Work (RTW)?



Source: Dr Peter Smith, Differences in RTW Process for Work-Related Psychological and Musculoskeletal Conditions, Findings from an Australian Cohort (Apr 6, 2021)

Modifiable Factors of RTW Outcomes

- 1 **Supportive Supervisor Response**
- 2 **Positive Co-Worker Response**
- 3 **Effective Use of Modified/Transitional Work**
- 4 **Collaboration on Return-to-Work Planning**
- 5 **Positive Case Manager Interactions**

Source: Dr Peter Smith, Differences in RTW Process for Work-Related Psychological and Musculoskeletal Conditions, Findings from an Australian Cohort (Apr 6, 2021)

Leader's Influence on Duration and RTW

1 Supportive Supervisor Response



Setting the tone early
with visible support

Apply a **learner's mindset**



If work contributed to the
disability, address it



Connect the
employee with
resources to help
them recover

2 Positive Co-Worker Response



Maintaining connection to the workplace

Helps maintain sense of identity, and belonging

A disability mindset can quickly set in and harden, making it increasingly difficult for a recovering employee to see themselves

3 Collaboration on RTW Planning

RTW planning isn't done **to** an employee
It's done **with** an employee

Be actively engaged in planning for RTW

Our best results are when we are all
rowing in the same direction



Effective Use of Modified (Transitional) Work



Work-Disability depends on work environment (duties)

Exercising flexibility and temporarily
modifying...

duties, hours, location

can facilitate timely RTW

Potential Challenges with Modified Work

- ▶ Transitional duties ≠ Permanent Accommodations
- ▶ Safety Sensitive roles have unique considerations
- ▶ Clarifying roles and responsibilities for implementing modified work (HR, Collective Agreements)
- ▶ May impact eligibility for disability benefits if done proactively
- ▶ Complex cases (labour relations issue, performance issues) – needs specialized support
 - ▶ Employees may not see modified work as supportive

AccessibleBC: B.C.'s Accessibility Plan

2022/23–2024/25



Being open to modifying work helps us build a culture of **accessibility** and disability-inclusion

WORK SAFE BC

Bill 41 effective January 1 2024

An employer and injured worker will be required to co-operate with each other and with WorkSafeBC to ensure they need to work together to get the injured worker back on the job in a safe and timely way.

RECAP: Modifiable Factors of RTW Outcomes

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- 2 Positive Co-Worker Response
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Source: Dr Peter Smith, Differences in RTW Process for Work-Related Psychological and Musculoskeletal Conditions, Findings from an Australian Cohort (Apr 6, 2021)

A photograph of two women standing outdoors by a river. The woman on the left is wearing a wide-brimmed straw hat, a yellow suede jacket with fringe, and a necklace with a red bead. The woman on the right is wearing a similar wide-brimmed straw hat, a white and yellow fringed poncho, and glasses. She is holding a large, round, light-colored drum with a blue and white Indigenous design on its face. The background shows a river, a forest, and a waterfall. The image is framed by a blue geometric border.

Thank you!

For questions or additional information:

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Resources:

[Modified Duties for RTW](#) (Provincial Government)

9 minute video on modified work created for leaders in the provincial government



[60 Summits 12 Quick Management Tips](#) (one page handout with 12 tips)

Many elements from this presentation on the supervisor's impact are captured in this handout

