

# INFORMATION REPORT

<b>TO:</b> Chair and Members of Audit, Finance and Administration Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> December 10, 2012	
<b>SUBJECT/REPORT NO:</b> Employee Attendance Performance Measures Q3 2012 (HUR12018) (City Wide)	
<b>SUBMITTED BY:</b> Chris Murray, City Manager	<b>PREPARED BY:</b> Helen Hale Tomasik (905) 546-2424 Ext. 4155 David Lindeman (906)546-2424 Ext. 5657
<b>SIGNATURE:</b>	

**Council Direction:**

Human Resources staff has been reporting return to work performance measures to Audit Finance and Administration Committee on a quarterly basis since April 2011.

Staff also provide an annual summary with the quarterly report in Q1 of each year. The annual summary provides a better reflection of trends and an opportunity to benchmark the City of Hamilton’s performance against our municipal comparators.

**Executive Summary:**

This report covers short term disability (STD), long term disability (LTD) and workplace injuries and illnesses (WSIB) data for the last five quarters up to and including the third quarter (Q3) in 2012 for the entire City excluding Police, Library and HECFI.

*Short-term Disability (STD)*

A comparison of Q3 2011 and Q3 2012 corporate data on STD indicates a continuing positive trend:

- average sick days per eligible employee decreased from 2.69 to 2.52 (a 6% decrease)

- total paid sick hours fell from to 92,015 to 84,939 (a 7.7% decrease)
- total cost of paid sick absences has dropped from \$2,756,491 to \$2,595,862

Average days lost for STD claims decreased substantially in Corporate Services, Public Works, City Manager's Office and Community Services. Fire Services also saw a decrease. Average days lost for STD claims increased in Public Health Services, Emergency Medical Services and Planning & Economic Development.

#### *Workplace Safety and Insurance Board (WSIB) Claims*

A comparison of Q3 2011 and Q3 2012 corporate data on WSIB indicates the following:

- average days lost per new claim is up from 7.40 to 8.08 days, an increase after a steady decrease over the last 6 quarterly reports
- days lost for new claims are up from 535 to 646
- days lost for all claims are down slightly from 2,080 to 2,020
- costs for new claims are up from \$88,127 to \$97,956
- costs for all claims have gone up from \$1,151,605 to \$1,249,573

Total days lost for WSIB claims remained at zero for Public Health Services, Corporate Services and City Manager's Office. Total days lost for WSIB claims decreased in Community Services and Fire Services. Total days lost for WSIB claims increased in Planning & Economic Development and slightly for Public Works and Emergency Medical Services.

#### *Long-term Disability (LTD)*

A comparison of Q3 2011 and Q3 2012 corporate data on LTD indicates:

- number of new approved claims rose from 6 to 11
- number of active claims went from 89 to 107
- days lost are up from 3,507 to 4,620
- benefit payments are up from \$611,228 to \$796,115

Human Resources continues to focus on providing support to both employees and their managers through training, information sessions and access to key resources through our Employee and Family Assistance Program and other resources.

#### **Background:**

#### **Short-term Disability (STD) Performance Measurements**

Most eligible employees covered by income protection plans are entitled to up to 26 weeks of short-term disability (some still have sick banks). For absences of six working

days or longer, employees are required to submit a claim form, completed by their healthcare practitioner, to Return-to-Work Services. Shorter absences do not require a sick absence form to receive benefits, unless there is suspicion that the absence is not due to illness. Return-to-Work Services staff take a more active role in managing the claims lasting six days or greater. The shorter claims are managed by individual departments, with the support of RTW Services staff, as required.

Table 1 presents a quarterly review of Paid Sick Hours from Q3 2011 to Q3 2012.

**Table 1 Paid Sick Hours/Days for Eligible Employees Q3 2011 – Q3 2012**

Quarter	Total Paid Sick Hours	Avg Sick Days* per Eligible Employee **	Total Cost
2011 Q3	92,015	2.69	\$2,756,491
2011 Q4	95,969	2.87	\$2,787,892
2012 Q1	96,130	2.87	\$3,006,379
2012 Q2	88,712	2.62	\$2,788,705
2012 Q3	84,939	2.52	\$2,595,862

\* sick days = total paid sick hours divided by 7 (average work day)

\*\* eligible employees include only those employees who have paid sick time benefits

Total paid sick hours, average sick days per eligible employee and total cost all decreased from Q3 2011 to Q3 2012.

Refer to Table 7 at the end of this report for Paid Sick Hours/Days and costs for each department.

### **Workplace Safety and Insurance Board (WSIB) Measurements**

All employees are eligible to receive WSIB benefits for the injuries and illnesses they develop as a result of work activities. The costs associated with these claims include lost time and healthcare. The City of Hamilton is responsible for paying the WSIB directly for all costs related to our WSIB claims. The WSIB also applies an administration fee of 28.75% on top of all of our lost time and healthcare costs.

Table 2 presents a quarterly review of WSIB absences from Q3 2011 to Q3 2012.

**Table 2 WSIB Days and Costs Q3 2011 – Q3 2012**

Quarter	Days Lost for New Claims in Quarter	Days lost for all Claims in Quarter	Avg. Days Lost per New Claim	Total Cost of New Claims in Quarter	Total Cost of all Claims in Quarter
2011 Q3	535	2,080	7.40	\$88,127	\$1,151,605
2011 Q4	303	1,895	5.70	\$59,952	\$1,094,398
2012 Q1	402	1,795	7.18	\$41,177	\$1,102,557
2012 Q2	640	2,125	7.84	\$77,364	\$1,169,206
2012 Q3	646	2,020	8.08	\$97,956	\$1,249,573

There has been a slight reduction in the total days lost for all WSIB claims while the average days lost for new claims increased compared to Q3 2011. The total costs associated with new and existing claims in Q3 both increased in 2012 as compared to the same time period in 2011.

Refer to Table 7 at the end of this report for WSIB days lost and costs by department.

**Long-term Disability (LTD) Measurements**

Most eligible employees covered by income protection plans are entitled to long-term disability benefits for total-disability absences that extend beyond the 26 weeks of short-term disability. To receive benefits, employees must be totally disabled from their own occupation during the first two years of the LTD period and must be totally disabled from any occupation to continue to receive benefits after two years.

Table 3 presents a quarterly review of LTD absenteeism from Q3 2011 to Q3 2012.

**Table 3 LTD Activity Q3 2011 to Q3 2012**

Quarter	New Approved Claims	Active Claims	Day Lost, current employees	Total cost of LTD
2011 Q3	6	89	3,507	\$611,228
2011 Q4	12	93	3,569	\$595,195
2012 Q1	19	106	4,184	\$550,977
2012 Q2	14	108	4,411	\$786,933
2012 Q3	11	107	4,620	\$796,115

This report identifies only new claims and active claims that have been approved by the City's LTD provider. It does not include pending or denied claims. Active claims include ongoing approved claims, new approved claims and re-instatements.

Over the past year there has been a significant increase in new claims and, subsequently, active claims. The total cost of LTD claims and days lost have also increased. One third of our LTD claimants are off work for musculoskeletal ailments. Mental health related disabilities account for over a quarter of our LTD claims.

### **Work Accommodation**

Employees who have been absent as a result of a non-occupational injury or illness, or a WSIB injury or illness, all participate in the work accommodation program. Staff in RTW Services facilitate work accommodation by working with the employee, management, union and medical professionals to design appropriate return to work plans based on the employee's physical and cognitive restrictions and limitations. The employee's needs are matched with job demands with the focus on returning the employee to their own job first and, secondly, looking at other opportunities for permanent or temporary accommodations.

Work accommodation activity is measured by:

- employees permanently accommodated on their own job
- employees permanently accommodated on a new job
- employees returned to full duties
- employees who were on accommodated work but the work is no longer available or proved to be unsuitable
- employees who had a recurrence of their injury or illness while on work accommodation
- employees whose work accommodation ended for other reasons unrelated to RTW processes, e.g. maternity leave, retirement
- total number of accommodation cases closed by Return to Work Services
- employees starting work accommodation program (new cases)
- employees in active work accommodation programs (all cases)
- employees in permanent accommodation
- employees in temporary accommodation

Table 4 provides data on the number of employees involved in a work accommodation program for the last 5 quarters of 2011-2012.

**Table 4 Work Accommodation Activity Q3 2011 to Q3 2012**

Quarter	Employees starting work accommodation program (new cases)	Employees in active work accommodation programs (all cases)
2011 Q3	131	227
2011 Q4	106	205
2012 Q1	122	186
2012 Q2	120	213
2012 Q3	95	186

Table 5 provides data on the outcomes of the work accommodation activity of RTW Services staff. In most cases, employees returned to their regular, full duties. Others were permanently accommodated in new jobs.

**Table 5 Overview of Work Accommodation Activity Q3 2011 to Q3 2012**

Quarter	RTW full duties own job	Perm Accom. own job	Perm Accom. new job	Accom. work no longer available or not suitable	Recurrence	Other	Total cases closed
2011 Q3	138	4	1	6	21	7	177
2011 Q4	96	1	0	3	10	3	113
2012 Q1	77	3	1	4	16	6	107
2012 Q2	97	3	4	6	9	5	124
2012 Q3	110	0	1	1	10	0	122

Human Resources staff strive to place employees into a work accommodation program in a timely basis. However, there are always some employees, who as a result of their restrictions, skills and abilities, have to wait for a period of time before suitable work is identified. Table 6 presents the number of employees who were waiting for placement in accommodated work at the end of the quarter.

**Table 6 Waiting for Accommodation Placement Q3 2011 to Q3 2012**

Quarter	Awaiting permanent accommodation	Awaiting temporary accommodation
2011 Q3	16	6
2011 Q4	17	2
2012 Q1	13	4
2012 Q2	18	7
2012 Q3	19	4

The following table provides a breakdown of the sick and WSIB absences for each department. Table 7 also includes a management compliance measure for the Attendance Support Program. The following should be noted when reviewing Table 7:

- eligible employees (EEs) include only those employees who are paid for sick absences
- average sick days per eligible employee is the total number of paid sick hours taken by eligible employees divided by 7 and divided by the total number of eligible employees for that quarter
- Outstanding Attendance Support Program (ASP) meetings “per 100 EEs” is the total number of meetings outstanding at end of quarter divided by total number of employees times 100

**Table 7: Key Performance Measures for Sick Absences by Department for Q3 2011 to Q3 2012**

<b>Corporate Services</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	272	4,295	2.26	\$108,220	\$397	10.8	34	1	1	\$1,100
Q4 2011	274	3,865	2.02	\$101,388	\$370	5.3	17	0	0	\$1,464
Q1 2012	281	4,811	2.45	\$146,267	\$520	7.4	23	0	0	0
Q2 2012	280	2,709	1.38	\$72,280	\$258	8.6	27	0	0	0
Q3 2012	274	3,584	1.87	\$107,443	\$392	11.9	37	0	0	0

Noteworthy, is the 17% reduction in paid sick hours and average sick days per employee in Q3 2012 in comparison to Q3 2011 in Corporate Services. The department has had no WSIB lost time injuries in the past 12 months.

<b>City Manager's Office</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	109	861	1.13	\$28,300	\$259	9.5	11	0	0	\$285
Q4 2011	107	790	1.06	\$29,838	\$278	7.9	9	0	0	0
Q1 2012	106	709	0.96	\$31,350	\$295	6.0	7	0	0	0
Q2 2012	107	872	1.16	\$36,670	\$343	8.3	10	0	0	0
Q3 2012	105	455	0.62	\$18,711	\$178	10.7	12	0	0	\$706

The City Manager's Office had the lowest average paid sick days (0.62 days) of any department in Q3 2012. The department has had no WSIB lost time injuries in the past 15 months.

<b>Community Services</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	1,071	17,708	2.36	\$432,741	\$404	14.3	419	534	13	\$187,981
Q4 2011	1,079	21,719	2.88	\$525,038	\$486	13.0	363	454	6	\$185,598
Q1 2012	1,084	21,840	2.88	\$546,304	\$503	8.1	222	433	13	\$160,011
Q2 2012	1,075	16,889	2.24	\$415,928	\$387	7.0	191	436	15	\$181,930
Q3 2012	1,087	13,775	1.81	\$331,485	\$305	5.0	133	319	16	\$135,891

Community Services had an approximate 22% reduction in total paid sick hours for eligible employees when comparing Q3 2012 to Q3 2011. Noteworthy is the focus on catching up with the outstanding Attendance Support Program meetings. WSIB lost time injuries are up but the days lost and costs are down.

<b>Emergency Medical Services</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	212	5,014	3.38	\$231,347	\$1,091	37.5	113	191	7	\$74,545
Q4 2011	213	3,780	2.54	\$174,237	\$818	23.4	71	215	9	\$66,933
Q1 2012	211	5,966	4.04	\$263,564	\$1,249	16.7	50	256	9	\$101,737
Q2 2012	214	5,532	3.69	\$231,844	\$1,083	14.0	42	290	10	\$78,876
Q3 2012	210	5,350	3.64	\$227,190	\$1,081	8.0	25	199	23	\$71,650

Emergency Medical Services had an increase of approximately 8% in average paid sick days per eligible employee when comparing Q3 2012 to Q3 2011. Noteworthy, is Management's continued efforts in catching up on their outstanding ASP meetings to lower sick absences in the long term. The department had a sharp increase in WSIB lost time injuries and a slight increase in WSIB days lost when comparing Q3 2012 to Q3 2011.



<b>Fire Services</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	533	14,857	3.98	\$639,473	\$1,199	92.0	514	263	9	\$254,418
Q4 2011	528	13,507	3.65	\$562,107	\$1,064	108.7	601	318	17	\$277,188
Q1 2012	551	14,008	3.63	\$598,865	\$1,086	121.8	671	245	12	\$239,605
Q2 2012	547	14,629	3.82	\$622,472	\$1,138	132.9	728	275	12	\$262,027
Q3 2012	538	14,212	3.77	\$579,260	\$1,077	136.5	763	236	13	\$292,234

Fire Services had a decrease in paid sick days when comparing Q3 2012 to Q3 2011. The department had an increase in WSIB lost time injuries and a small decrease in WSIB days lost when comparing Q3 2012 to Q3 2011.

<b>Public Health Services</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	340	3,670	1.54	\$120,400	\$354	13.1	61	0	0	\$662
Q4 2011	346	5,919	2.45	\$177,169	\$512	10.9	51	0	0	\$2,096
Q1 2012	340	5,620	2.36	\$167,144	\$491	6.0	28	0	0	\$1,052
Q2 2012	353	5,309	2.15	\$164,105	\$465	6.3	30	0	0	\$1,784
Q3 2012	356	4,921	1.97	\$157,637	\$443	7.9	38	0	0	\$2,537

Public Health Services experienced an increase in paid sick days when comparing Q3 2012 to Q3 2011. However, the Department remains below the corporate average in paid sick days. The department has had no WSIB lost time injuries in the past 12 months.

<b>Planning &amp; Economic Development</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	447	4,506	1.44	\$140,101	\$313	11.0	77	120	0	\$38,506
Q4 2011	442	6,062	1.96	\$186,562	\$422	12.1	81	76	1	\$34,472
Q1 2012	440	6,777	2.20	\$229,625	\$522	13.0	103	122	2	\$34,672
Q2 2012	439	5,978	1.95	\$203,068	\$462	15.4	123	275	6	\$48,804
Q3 2012	434	5,320	1.75	\$170,351	\$393	17.1	133	246	4	\$52,855

Planning and Economic Development had an increase in paid sick days and outstanding ASP meetings when comparing Q3 2012 to Q3 2011. The department also had an increase in WSIB lost time injuries and days lost.

<b>Public Works</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	1,774	41,073	3.31	\$1,054,934	\$594	11.4	235	940	30	\$298,802
Q4 2011	1,759	40,280	3.27	\$1,030,359	\$585	10.0	208	835	21	\$242,989
Q1 2012	1,747	37,666	3.08	\$1,064,925	\$609	9.35	185	674	20	\$216,791
Q2 2012	1,796	36,790	2.93	\$1,038,705	\$578	6.9	161	785	28	\$219,457
Q3 2012	1791	36,686	2.93	\$987,725	\$552	8.0	172	955	24	\$231,153

Public Works had a decrease of 11% in average sick days when comparing Q3 2012 to Q3 2011. The department had a 20% reduction in WSIB lost time injuries and a slight increase in days lost when comparing Q3 2012 to Q3 2011.

<b>Corporation</b>										
Quarter	Head Count for Eligible EEs for Paid Sick Time	Total paid sick hours	Average paid sick days for eligible EEs (based on 7 hr day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2011	4,884	92,015	2.69	\$2,756,491	\$564	19.6	1,468	2,080	61	\$1,151,605
Q4 2011	4,773	95,969	2.87	\$2,787,892	\$584	19.1	1,405	1,895	54	\$1,094,398
Q1 2012	4,780	96,130	2.87	\$3,006,379	\$629	17.7	1,289	1,795	56	\$1,102,557
Q2 2012	4,835	88,712	2.62	\$2,788,075	\$577	17.2	1,314	2,125	71	\$1,169,206
Q3 2012	4,819	84,939	2.52	\$2,595,862	\$539	17.8	1,324	2,020	80	\$1,249,573

Across the corporation, there was a 6% drop in the average paid sick days per eligible employee and a 10% drop in the number of outstanding ASP meetings per 100 employees when comparing Q3 2012 to Q3 2011. WSIB lost time injuries increased by 31% but the WSIB days lost decreased slightly.