



# INFORMATION REPORT

<b>TO:</b> Chair and Members Audit, Finance & Administration Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> December 9, 2013	
<b>SUBJECT/REPORT NO:</b> Employee Attendance Performance Measures Q3 2013 (HUR13013) (City Wide) (Outstanding Business List)	
<b>SUBMITTED BY:</b> Chris Murray, City Manager	<b>PREPARED BY:</b> Helen Hale Tomasik 905-546-2424 Ext. 4155 David Lindeman 905-546-2424 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.

Staff recommend an annual reporting cycle beginning in 2014, with an illustration of seasonal trends over the last 5 years, along with an analysis of the drivers of absenteeism to inform potential changes to programs, policies and collective agreements. Staff would continue to prepare quarterly reports for Senior Management Team so that they can monitor and manage within their respective departments.

## 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 2013 for all City departments. This is the third quarterly report for which data for City Housing Hamilton has been separated out.

*Short-term Disability (STD)*

A comparison of Q3 2012 and Q3 2013 corporate data on STD shows a rise in paid sick absences as follows:

- average sick days per eligible employee increased from 2.52 to 2.77 (an increase of .25 day or 1.75 hours per employee)
- total paid sick hours rose from 84,939 to 94,421
- total cost of paid sick absences has increased from \$2,595,862 to \$2,903,213

Senior Management Team is committed to staying the course with the Management Action Plan including the necessary management training. To date, close to 60% of all supervisory and management staff have been trained on attendance and disability management. Through this training, management learns their responsibilities and accountabilities for attendance management as well as Attendance Support and Return to Work programs to support their employees.

Human Resources continues to engage Information Technology in the development of Business Intelligence Tools to be able to 'mine the data', analyze absenteeism patterns and determine how to best impact the drivers of employee absenteeism. Foundational work is currently underway which will enable the analysis of absenteeism by age group, years of service, gender, daily and monthly patterns, number of occasions, and length of occasions. In addition we will continue to provide data on how the City of Hamilton compares to other municipalities, public and private sector, over the last 5 years. Human Resources is analyzing annual trend data to help inform any decisions post December 2014, regarding City policies, programs and expectations on employee attendance. Specifically, the data analysis over the last 5 years will be used to attempt answers to the following questions:

- How do the demographics of our employee population correlate with paid sick days e.g. age, gender, maternity leaves, unionization?
- How do the requirements of the City's Income Protection Plan and collective agreements correlate with paid sick days?
- Does adherence to the Attendance Support Program correlate with paid sick days?
- How do indicators of corporate culture and employee engagement correlate with paid sick days and employee attendance?
- What is the profile of the employees (estimated to be 10% - 20%) who account for approximately 50%- 70% of the paid sick days and what is the profile of the approximately 20% of employees who never take any paid sick days?

Depending on the results of this analysis, staff will consider and propose changes to future collective agreements. Staff will also consider and recommend changes to the Income Protection Plan, the Attendance Support Program and/or other applicable policies and programs to support improved attendance. These changes could include

for instance, requiring sick claim forms earlier in an absence, reductions in sick benefits, and increased penalties for multiple absences.

In addition and very importantly, knowing that the more positive the work environment and employee-employer relationship is, the less likely employees are to miss work, Senior Management Team is anticipating that the City's focus on corporate culture will foster a positive work environment and promote workplace wellness.

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

A comparison of Q3 2012 and Q3 2013 corporate data on WSIB indicates the following:

- average days lost per new claim are up from 8.08 to 9.60 days
- total days lost for new claims are up from 646 to 877
- total days lost for all claims are up from 2,020 to 2,350
- costs for new claims are up from \$97,956 to \$125,117
- However, costs for all claims have gone down from \$1,249,573 to \$1,245,935

Department management, with support from Human Resources and local joint health and safety committees, continue to identify, assess and control workplace hazards by examining the accident trends in their departments and ensuring the causes of those injuries are controlled.

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

LTD activity over the past 5 months indicates:

- a rise in the number of active cases in the last 2 quarters from 105 to 122 cases after four months of remaining relatively unchanged
- fluctuation in the number of days lost in each quarter from a low of 4,222 to a high of 4,776 in the most recent quarter

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 2012 to Q3 2013.

**Table 1 Paid Sick Hours/Days for Eligible Employees Q3 2012 – Q3 2013**

Quarter	Total Paid Sick Hours	Average Sick Days* per Eligible Employee **	Total Cost
2012 Q3	84,939	2.52	\$2,595,862
2012 Q4	89,583	2.63	\$2,896,191
2013 Q1	93,171	2.74	\$3,032,101
2013 Q2	90,708	2.66	\$2,914,704
2013 Q3	94,421	2.77	\$2,903,213

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

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

Refer to Table 8 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 35.8% (2013 rate) on top of all of our lost time and healthcare costs. Table 3 presents a quarterly review of WSIB absences from Q3 2012 to Q3 2013.

**Table 3 WSIB Days and Costs Q3 2012 – Q3 2013**

Quarter	Lost Time Injuries in 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
2012 Q3	80	646	2,020	8.08	\$97,956	\$1,249,573
2012 Q4	65	398	1,581	6.11	\$53,901	\$1,194,879
2013 Q1	94	522	1,707	5.56	\$89,177	\$1,474,643
2013 Q2	67	409	1,814	6.13	\$67,965	\$1,417,299
2013 Q3	91	877	2,350	9.6	\$125,117	\$1,245,935

Refer to Table 8 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 4 presents a quarterly review of LTD absenteeism from Q3 2012 to Q3 2013.

**Table 4 LTD Activity Q3 2012 to Q3 2013**

Quarter	New Approved Claims	Active Claims	Day Lost, current employees	Total cost of LTD
2012 Q3	11	107	4,620	\$796,115
2012 Q4	12	106	4,736	\$584,705
2013 Q1	8	105	4,222	\$605,140
2013 Q2	20	115	4,284	\$760,674
2013 Q3	14	122	4,776	\$951,159

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 at the end of the quarter. Costs include payments made to the LTD provider during the quarter. Days lost include any paid days during the quarter.

### **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 in their own job
- employees permanently accommodated in 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 5 provides data on the number of employees involved in a work accommodation program for the last 5 quarters of 2012-2013.

**Table 5 Work Accommodation Activity Q3 2012 to Q3 2013**

Quarter	Employees starting work accommodation program (new cases)	Employees in active work accommodation programs (all cases)
2012 Q3	95	186
2012 Q4	98	170
2013 Q1	95	157
2013 Q2	103	173
2013 Q3	83	160

Table 6 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 6 Overview of Work Accommodation Activity Q3 2012 to Q3 2013**

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
2012 Q3	110	0	1	1	10	0	122
2012 Q4	127	1	3	1	9	4	145
2013 Q1	108	0	2	4	9	4	127
2013 Q2	112	1	0	4	12	1	130
2013 Q3	98	3	4	4	12	2	123

Human Resources staff strive to place employees into a work accommodation program in a timely basis with the goal of returning employees to their original jobs. 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 and they are placed into a new job. Table 6 presents the number of employees who were waiting for placement in accommodated work at the end of the quarter. For an organization of our size, the number of employees who cannot be placed back into their original job is relatively small. This is as a result of the efforts of the Return to Work Services team and department representatives.

---

**Table 7 Waiting for Accommodation Placement Q3 2012 to Q3 2013**

Quarter	Awaiting permanent accommodation	Awaiting temporary accommodation
2012 Q3	19	4
2012 Q4	17	2
2013 Q1	12	4
2013 Q2	13	2
2013 Q3	13	5

The following tables provide a breakdown of the sick and WSIB absences for each department. Table 8 also includes a management compliance measure for the Attendance Support Program. The following should be noted when reviewing Table 8:

- 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 all employees times 100



**Table 8: Key Performance Measures for Sick Absences by Department for  
Q3 2012 to Q3 2013**

<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
Q3 2012	312	3,584	1.64	\$107,443	\$344
Q4 2012	374	6,545	2.50	\$174,734	\$467
Q1 2013	375	6,000	2.29	\$180,029	\$480
Q2 2013	371	5,570	2.14	\$160,040	\$431
Q3 2013	368	4,272	1.66	\$117,507	\$319
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	12	37	0	0	0
Q4 2012	15	63	0	0	0
Q1 2013	10	40	0	0	\$478
Q2 2013	7	31	65	0	\$7,876
Q3 2013	6	24	17	0	\$9,007

Corporate Services has seen a slight increase in average sick days per employee in Q3 2013 in comparison to Q3 2012. In Q4 2012 the data in PeopleSoft was restructured so absences related to staff distributed to departments from Corporate Services (Finance and Administration & Special Projects) are included in the Corporate Services Department's statistics. This change accounts for most of the increase in its paid sick time over the last three quarters. The department has had no WSIB lost time injuries in more than a year.

<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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q3 2012	105	455	0.62	\$18,711	\$178
Q4 2012	121	1,398	1.65	\$59,604	\$492
Q1 2013	122	1,494	1.75	\$63,111	\$517
Q2 2013	123	1,362	1.58	\$57,829	\$470
Q3 2013	122	849	0.99	\$33,939	\$278
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	11	12	0	0	\$706
Q4 2012	5	6	0	0	\$425
Q1 2013	1	2	0	0	0
Q2 2013	1	2	0	0	\$65
Q3 2013	0	0	0	0	\$33

The City Manager's Office had an increase in average paid sick days in Q3 2013 compared to Q3 2012 but continues to have the lowest average paid sick days of all departments. Being a small department, lengthy absences from a small number of employees has a significant impact on the average. The department has had no WSIB lost time injuries in more than a year.

<b>Community and Emergency 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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q3 2012	1,087	13,775	1.81	\$331,485	\$305
Q4 2012	1,066	18,922	2.54	\$480,052	\$450
Q1 2013	971	20,621	3.03	\$518,347	\$534
Q2 2013	929	17,710	2.72	\$454,835	\$489
Q3 2013	952	12,782	1.92	\$330,230	\$347
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	5	133	319	16	\$135,891
Q4 2012	5	122	201	11	\$138,083
Q1 2013	7	148	191	9	\$126,357
Q2 2013	4	106	285	10	\$134,026
Q3 2013	5	128	376	21	\$159,605

Note: These reports will continue to report Fire Services and Hamilton Paramedic Services separately from Community and Emergency Services (CES). Also, CES data no longer includes City Housing Hamilton data starting in 2013. As such, direct comparisons to historical data in 2012 are difficult to make.

<b>Hamilton Paramedic 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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q3 2012	210	5,350	3.64	\$227,190	\$1,081
Q4 2012	210	4,974	3.38	\$208,681	\$993
Q1 2013	210	5,567	3.79	\$249,267	\$1,186
Q2 2013	212	3,808	2.57	\$182,583	\$861
Q3 2013	213	4,785	3.21	\$215,744	\$1,013
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	8	25	199	23	\$71,650
Q4 2012	9	27	200	22	\$100,699
Q1 2013	12	36	179	30	\$78,812
Q2 2013	13	42	163	18	\$92,734
Q3 2013	17	52	242	19	\$124,603

Hamilton Paramedic Services had a decrease of .43 average paid sick days per eligible employee (approximately 12% reduction) when comparing Q3 2012 to Q3 2013. The department had a decrease in WSIB lost time injuries but an increase in WSIB days lost when comparing Q3 2013 to Q3 2012. WSIB costs have increased due to ongoing claims and an increase in days lost.

<b>Hamilton Fire Department</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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q3 2012	538	10,193	2.71	\$579,260	\$1,077
Q4 2012	536	11,089	2.96	\$652,227	\$1,217
Q1 2013	546	9,349	2.45	\$557,946	\$1,022
Q2 2013	546	9,304	2.43	\$559,919	\$1,025
Q3 2013	542	10,497	2.77	\$628,699	\$1,160
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	137	763	236	13	\$292,234
Q4 2012	148	825	139	6	\$216,932
Q1 2013	156	854	204	14	\$225,559
Q2 2013	158	867	112	12	\$420,549
Q3 2013	163	913	165	6	\$209,633

Hamilton Fire Department had a slight increase of an average .06 paid sick days when comparing Q3 2013 to Q3 2012 (a 2.21% increase). The department had a decrease in WSIB lost time injuries and days lost when comparing Q3 2013 to Q3 2012. WSIB costs are also down.

<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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q3 2012	356	4,921	1.97	\$157,637	\$443
Q4 2012	345	7,103	2.94	\$209,894	\$608
Q1 2013	347	5,554	2.29	\$166,887	\$481
Q2 2013	350	4,665	1.90	\$155,531	\$444
Q3 2013	345	5,251	2.17	\$164,537	\$477
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	7	38	0	0	\$2,537
Q4 2012	6	27	0	0	\$144
Q1 2013	6	26	2	1	\$488
Q2 2013	4	20	0	0	\$366
Q3 2013	5	23	43	2	\$4,176

Public Health Services experienced a .20 average paid sick day increase (10.15% increase) when comparing Q3 2013 to Q3 2012. There were 2 lost-time injuries in this quarter.

<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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q3 2012	434	5,320	1.75	\$170,351	\$393
Q4 2012	428	7,379	2.46	\$231,161	\$540
Q1 2013	424	8,784	2.96	\$284,249	\$670
Q2 2013	434	7,880	2.59	\$248,408	\$572
Q3 2013	431	7,793	2.58	\$251,688	\$584
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	17	133	246	4	\$52,855
Q4 2012	17	129	71	3	\$36,831
Q1 2013	21	162	67	4	\$40,136
Q2 2013	19	155	130	3	\$52,902
Q3 2013	13	99	92	4	\$37,393

Planning and Economic Development had an increase of .83 average paid sick days (48% increase) when comparing Q3 2013 to Q3 2012. The department had a drop in WSIB days lost and costs while the number of lost time injuries remained the same.

<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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q3 2012	1,791	36,686	2.93	\$987,725	\$552
Q4 2012	1,766	32,171	2.60	\$879,834	\$498
Q1 2013	1,735	33,812	2.78	\$948,987	\$547
Q2 2013	1,798	37,901	3.01	\$1,018,955	\$566
Q3 2013	1,783	42,396	3.40	\$1,121,539	\$629
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	8	172	955	24	\$231,153
Q4 2012	8	161	897	23	\$263,061
Q1 2013	6	114	897	31	\$218,723
Q2 2013	6	137	929	24	\$319,391
Q3 2013	7	150	1,259	37	\$305,113

Public Works had an increase of .47 average sick days (16%) comparing Q3 2013 to Q3 2012. The department had increases in WSIB lost time injuries and in total days lost when comparing Q3 2013 to Q3 2012.



<b>City Housing Hamilton</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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q1 2013	101	1,987	2.81	\$63,275	\$626
Q2 2013	99	2,021	2.92	\$64,132	\$647
Q3 2013	98	1,295	1.89	\$12,494	
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q1 2013	5	10	168	5	\$8,677
Q2 2013	11	21	130	0	\$25,955
Q3 2013	12	24	156	2	\$9,977

Note: City Housing Hamilton is a newly formed entity and historical data for 2012 for making comparison is not available.

<b>Overall 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 hour day)	Total Cost of Sick Absences	Average Sick Costs per eligible EE
Q3 2012	4,819	84,939	2.52	\$2,595,862	\$539
Q4 2012	4,863	89,583	2.63	\$2,896,191	\$595
Q1 2013	4,856	93,171	2.74	\$3,032,101	\$624
Q2 2013	4,880	90,708	2.66	\$2,914,704	\$599
Q3 2013	4,873	94,421	2.77	\$2,903,213	\$596
Quarter	Outstanding ASP Meetings per 100 EEs	Outstanding ASP Meetings at end of quarter	Total WSIB Days	WSIB Lost Time Injuries	Total WSIB costs
Q3 2012	18	1,324	2,020	80	\$1,249,573
Q4 2012	18	1,370	1,581	65	\$1,194,879
Q1 2013	19	1,400	1,707	94	\$1,474,643
Q2 2013	17	1,382	1,814	67	\$1,417,299
Q3 2013	19	1,413	2,350	91	\$1,245,935