



Centre de recherche sur les politiques en matière d'invalidité professionnelle (CRPIP)
Centre for Research on Work Disability Policy (CRWDP)

The CSA Z1011:20, *Work disability management system* Standard

Webinar 8 Continued Conversations on the Employer Perspective

Monday February 8, 2021
12:00 noon to 1 p.m. EST



CANADIAN INSTITUTE
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Agenda for the Session

1. Introduction to the CSA Group and standards development
2. Background statistics on the issues
3. High-level summary of the Standard (CSA Z1011:20, *Work disability management system*) with a focus on the employer's role
4. Fireside chat with panelists including questions and comments from attendees



Moderators and Panelists



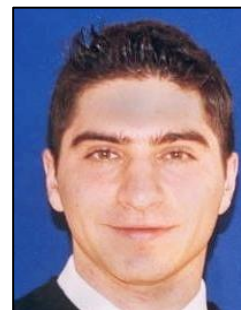
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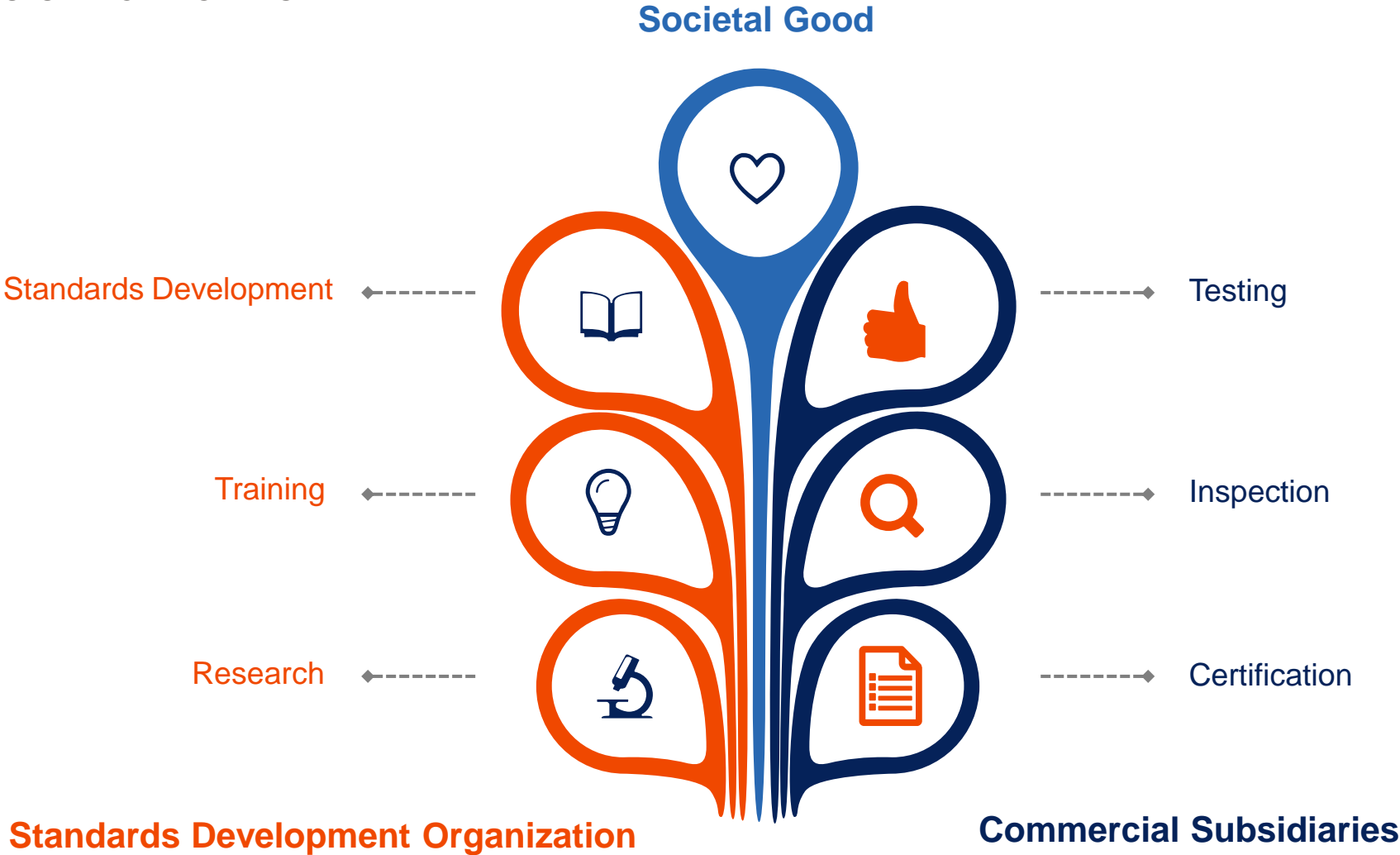
Joe Baiardo
Manager/Paralegal
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Canada



Standards Development Process

CSA Group At-a-Glance

HOLDING THE FUTURE TO A HIGHER STANDARD





Standards Development Organization



Consensus Based Decision Making

OUR AREAS OF FOCUS

- 12 areas of focus
- 10,000 dedicated members
- ~1,115 Standards Technical Committees
- Accredited, balanced, consensus-based approach
- 12 areas of focus



Ensuring the right people are involved, the right voices are heard, and the right process is followed

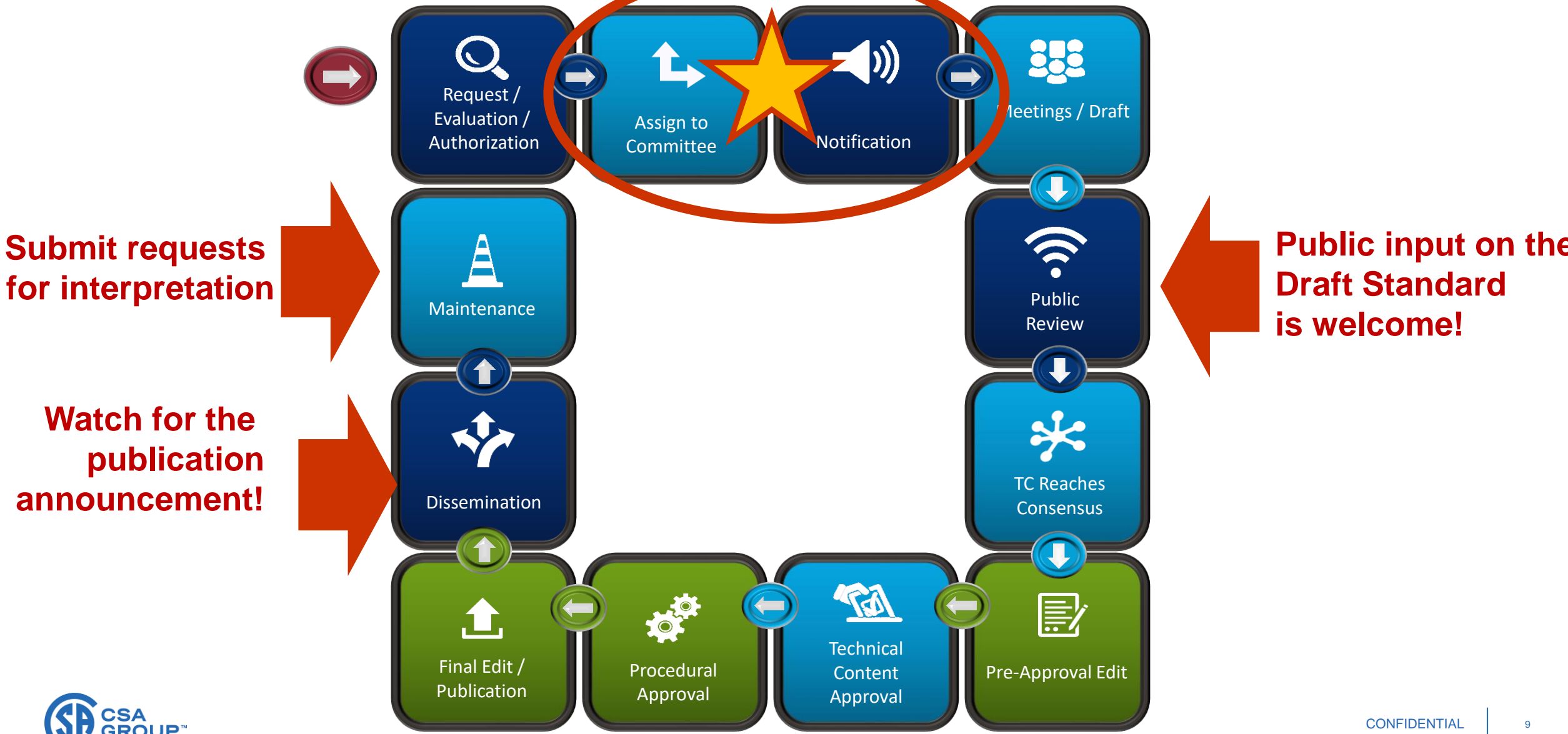
Examples of CSA Standards with an Occupational Health and Safety (OHS)

OHS Management System Standards

- CSA Z45001:19 *Occupational health and safety management*
- CSA Z1001-18 *Occupational health and safety training*
- CSA Z1002-12(R2017) *Hazard Identification and elimination and risk assessment and control*
- CSA Z1003-13 *Psychological health and safety in the workplace*
- CSA Z1004-12 *Workplace ergonomics*
- CSA Z1005-17 *Incident Investigation*
- CSA Z1006-16 *Management of work in confined spaces*
- CSA Z1007-16 *Hearing loss presentation program (HLPP) management*
- CSA Z1008 *Management of impairment in the workplace (under development)*
- CSA Z1010-18 *Work in extreme conditions*
- **CSA Z1011:20 Work disability management system**
- CSA B701-17 *Carer-inclusive and accommodating organizations*

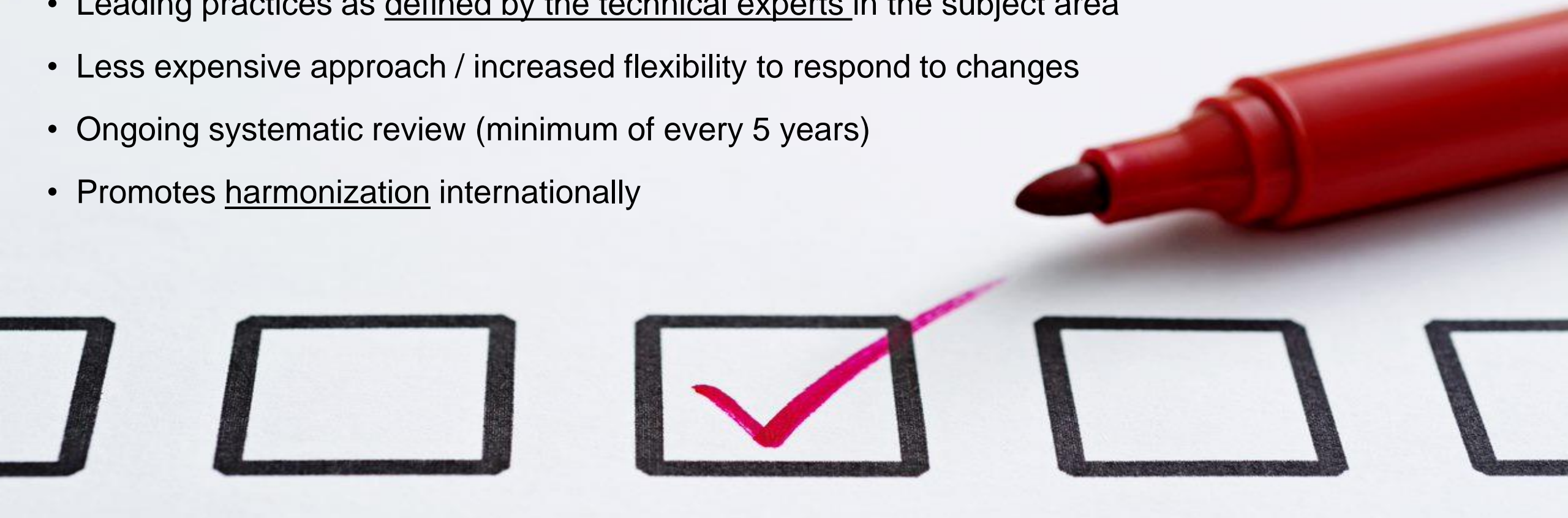
- **Occupational Diving Standards**
- **OHS Standards for Public Safety Personnel**
- **OHS Nanotechnology**
- **Machinery and Equipment Safety**
- **Personal Protective Equipment**
- **Elevation Hazards**
- **Worker Wellness**
 - CSA Z1003-13, *Psychological health and safety in the workplace*
 - CSA Z1008 *Management of impairment in the workplace (under development)*
 - CSA Z1210-17 *First Aid Kits for the workplace*
 - CSA Z1220-17 *First Aid Training for the workplace*
 - CSA B701-17 *Carer-inclusive and accommodating organizations*
 - *Worker Fatigue*
 - CSA Z1004-12 *Workplace ergonomics*
 - **CSA Z1011:20 Work disability management system**

CSA Standards Development Process – The Cycle



Why do organizations and governments adopt standards?

- Multi-stakeholder expert volunteer participation using a consensus based approach – CSA Group staff facilitate the accredited process
- Leading practices as defined by the technical experts in the subject area
- Less expensive approach / increased flexibility to respond to changes
- Ongoing systematic review (minimum of every 5 years)
- Promotes harmonization internationally



How can you or your organization get involved?



Questions





Thank you.

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CSA Project Manager

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CSA Z1011 Technical Committee Overview

- Technical Committee Members

- Chair: Emile Tompa
- Vice Chairs: Amin Yazdani
David Brown
- CSA Project Managers: Lina Lopez and Dave Shanahan
- 26 voting members and several non-voting members

- Extensive efforts to ensure balanced representation from broad variety of stakeholder groups and substantive expertise amongst members

- Employer representatives
- Labour/unions and injured/disabled worker representatives
- Health and safety professionals
- Return-to-work specialists
- Experts in work disability prevention
- Work disability insurance/program providers
- Academics/researchers





List of Technical Committee Members (by last name)

T. Amell: CoreHealth Technologies, Calgary, Alberta, Canada

J. Baiardo: Canadian Vehicle Manufacturing Association (CVMA) — Ford of Canada, Oakville, Ontario, Canada

D. Bain: Donna Bain & Associates Inc., Toronto, Ontario, Canada

D. Barrett: Government of Newfoundland and Labrador, St. John's, Newfoundland and Labrador, Canada

A. Bieksa: United Steelworkers (USW) Local 2009, Langley, British Columbia, Canada

M. F. Coutu: Université de Sherbrooke, Longueuil, Québec, Canada

J. Dowdall: International Union of Operating Engineers (IUOE), Local 793, Oakville, Ontario, Canada

A. Farquhar: Lawyer, Toronto, Ontario, Canada

J. Geary: National Institute for Disability Management (NIDMAR), Toronto, Ontario

J. Giulione: L'Arrimage, Montréal, Québec, Canada

M. Haan: Canadian Council on Rehabilitation & Work (CCRW), Toronto, Ontario, Canada

P. Lahey: Employment and Social Development Canada (ESDC), Gatineau, Québec, Canada

M. Lallouz: Ometz, Montréal, Québec, Canada

G. LeBlanc: United Steelworkers (USW) — Canadian National Office, Toronto, Ontario, Canada

M. MacDonald: Jazz Aviation LP, Dartmouth, Nova Scotia, Canada

C. Makar: Deloitte, Toronto, Ontario, Canada

C. J. McInnis: International Brotherhood of Boilermakers (IBB), Edmonton, Alberta, Canada

T. McKenna: Canadian Union of Public Employees (CUPE), Burnaby, British Columbia, Canada

B. Nowrouzi-Kia: University of Toronto, Toronto, Ontario, Canada

G. Pomaki: Manulife, Vancouver, British Columbia, Canada

L. Porplycia: School Boards' Co-operative Inc., Markham, Ontario, Canada

J. G. Rabideau: Workplace Safety & Insurance Board of Ontario (WSIB), Toronto, Ontario, Canada

V. Russell: WorkSafeBC, Vancouver, British Columbia, Canada

S. Sairanen: UNIFOR, Toronto, Ontario, Canada

D. Sousa: Ontario Occupational Health Nurses Association (OOHNA), Toronto, Ontario, Canada

K. Stathakos: ArcelorMittal Dofasco, Hamilton, Ontario, Canada



What is the Problem?

- Annual cost of work disability is estimated at between \$1-2 trillion worldwide
- In Canada alone, recent estimates of the cost of exclusion identify the total Canadian burden at \$337.7B (17.6% of GDP) across all social domains
- Productivity and output costs component is \$62.2B (3.2% of GDP)
- Prevalence of chronic and episodic disabilities increasing with aging of the labour force
- Disability associated with poor mental health on the rise
- High levels of unemployment amongst people with disabilities
- Current practice for work disability prevention management is varied, piecemeal and often not based on an organization wide approach





Purpose of the Standard

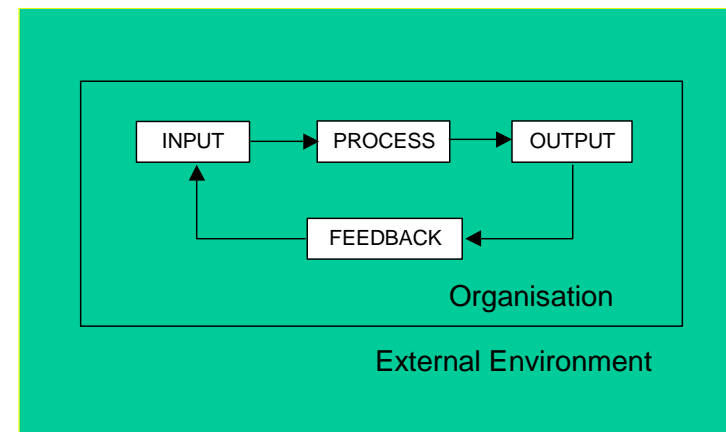
- Provide a consensus-based framework for the management of work disability at the organizational level to address **both physical and mental health needs of workers**
- Include consensus-based guidance for **recruitment, hiring and onboarding** of workers with disabilities
- Supporting materials are provided in Annexes to the standard, including implementation tips





Systems Approach

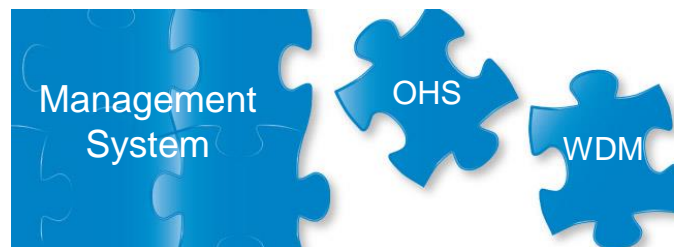
- Traditional approach used to address work disability issues within organizations
 - Assign role of work disability manager to a particular person
 - Within human resources department
 - Within OHS department
 - Some organizations may farm out disability management function
 - Take a reactive role to performance measurement using indicators such as absence days
- **Systems approach** is proactive and considers roles and responsibilities across the organizations
 - Considers **inputs, process, outputs and feedback**
 - Evaluation and improvement on a continual basis





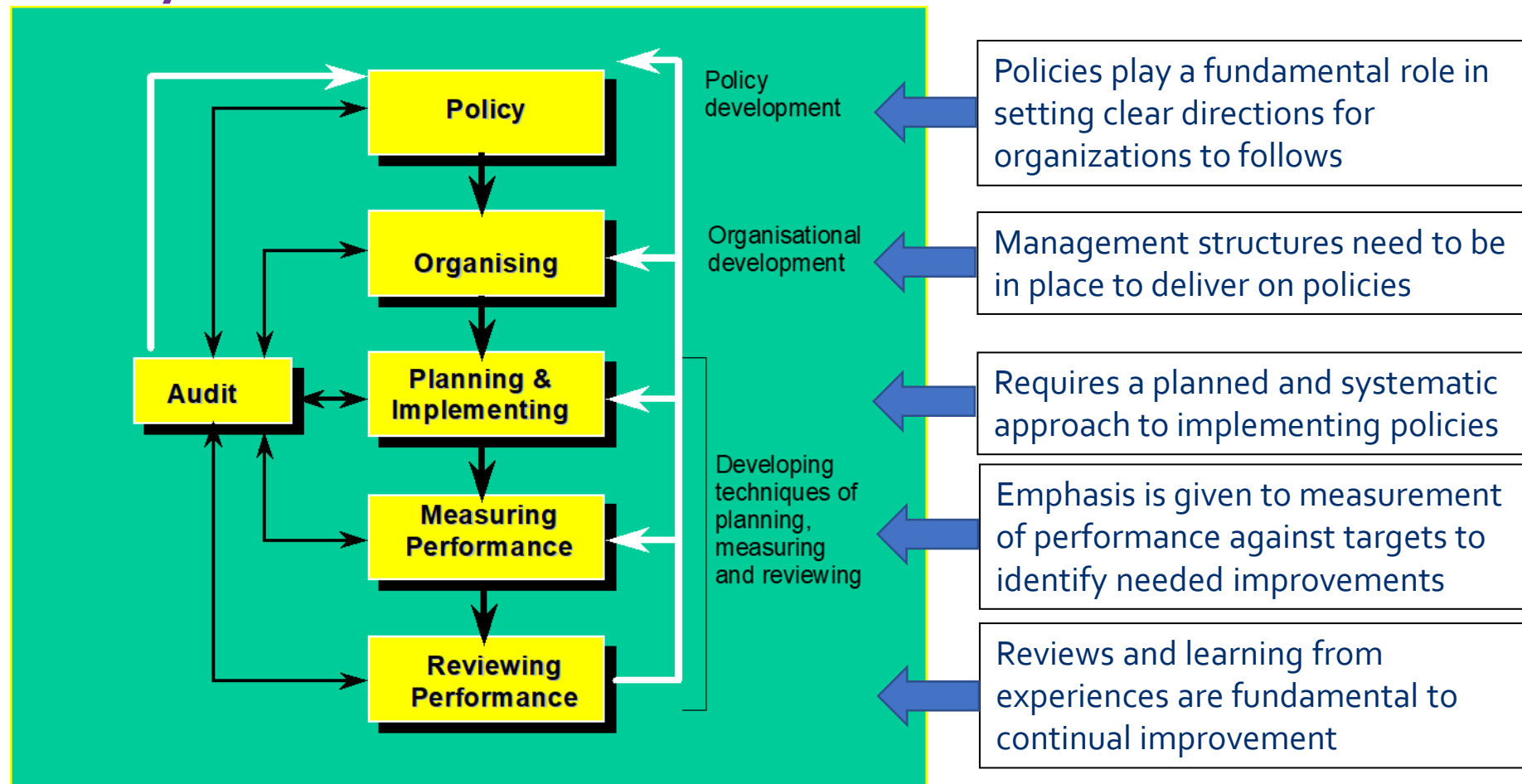
What is a Management System?

- A formalized framework of policies, processes and procedures used by an organization to meet its objectives
- Documented and tested step-by-step method aimed at smooth functioning through standard practices
- Audits are a vital part of the management system approach
- Ideally, organizations have frameworks in place to address all core aspects of organizational activities including **work disability management (WDM)**
- Systems approach to work disability management ensures clarity, consistency and integration with other organizational activities
- The Standard promotes a proactive approach – addresses health needs of workers before they become disabling – **work disability prevention**





Management System Model*




*Health and Safety Executive Model (HSG65)

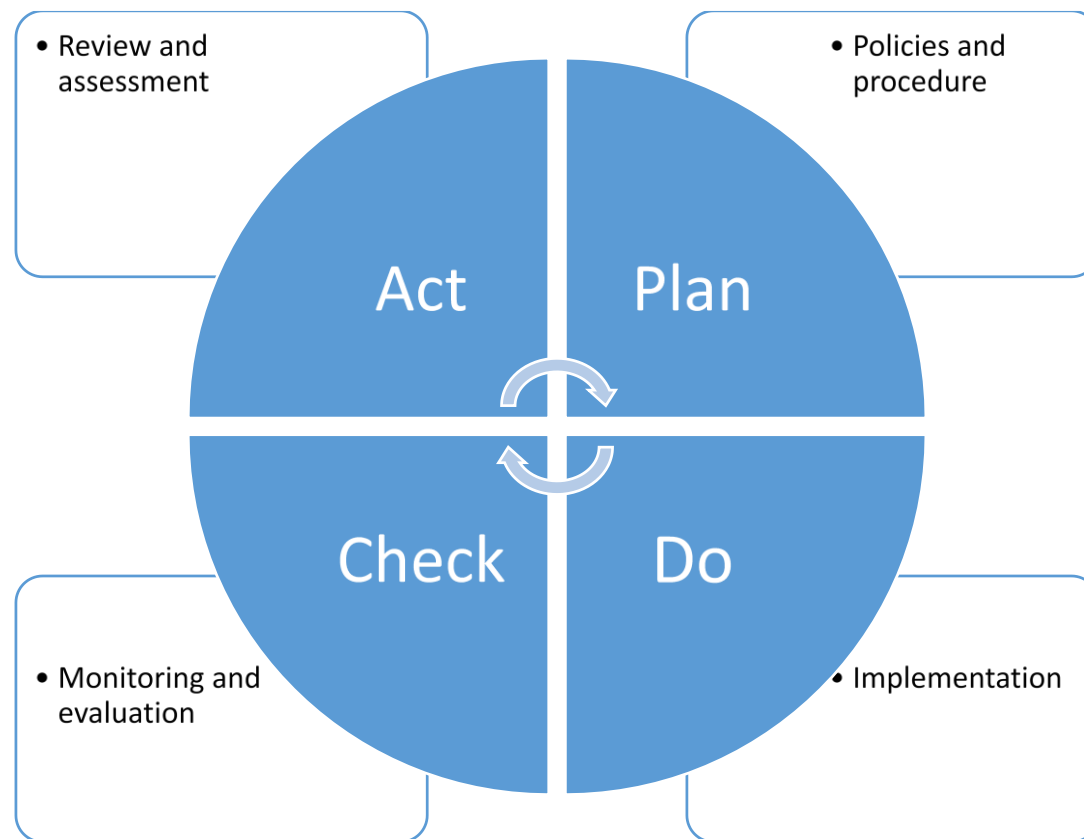


Continual Improvement Cycle

Plan-Do-Check-Act (PDCA)

Continual Improvement Cycle

- 
1. Plan: Establish improvement objectives
 2. Do: Implement the plan
 3. Check: Monitor and evaluate progress
 4. Act: Review and take action to improve





Framework for CSA Z1011:20, *Work disability management system*

- The framework is broad to facilitate integration with other organizational activities
- Designed to be integratable with other Canadian/international standards including CSA Z45001:19 *Occupational health and safety management*, *CSA Z1003 Psychological health and safety in the workplace*, ISO 9001 *Quality management*
- Takes a systematic, organization-wide approach
- Emphasizes joint management and integration with other activities and responsibilities
- Uses common language and terminology where possible, drawing on vocabulary of other standards
- *The standard is voluntary and is intended to serve as guidance that specifies best practices about the minimum requirements of the law*





Six Guiding Principles at the Foundation of this Standard

1. An evidence-informed, data-driven approach that is strategic in nature to ensure sound policies and processes
2. A focus on inclusion and accessibility to promote engagement and belonging
3. Taking a worker-centred, supportive approach that is contextualized and case-by-case
4. Promoting accommodation and early return-to-work that considers the essential duties of the worker's role within the organization
5. Joint responsibility between the organizational management, worker/workforce, and worker representatives (where applicable)
6. Legal compliance (as applicable in the jurisdiction)



Generalizeability

- The Standard is generic and designed to be adaptable to the specific context of an organization
- Applicable to organizations in Canada of any size, private/public, for profit/not for profit, operating in any sector
- Considers both physical and mental health needs of workers
- The Standard provide the “what”
- Implementation is the “how” – some implementation tips are provided in an annex



Management and Organizational Roles and Responsibilities

Senior management commitment to development, implementation, and maintenance of the disability management system

- Provide appropriate resources
- Define and communicate the roles and responsibilities
- Provide the required support
- Facilitate worker participation and consultation
- Provide leadership and accountability
- Establish a framework for regular reporting

Organizational responsibilities

- Encourage collaboration
- Ensure access to timely information
- Ensure supervisors have skills and abilities to address worker health needs
- Ensure rights to privacy
- Responsible for ensuring inclusive and accessible workplaces



Contents and Annexes

Contents

0 Introduction

1 Scope

2 Referenced publications

3 Definitions and abbreviations

4 Work disability management system

5 Planning

6 Implementation

**7 Performance Monitoring, Evaluation,
and Continual Improvement**

Core Sections

Informative Annexes

- Developing a Business Case for WDM System
- Role of Experts
- Management of Confidential Information
- Implementation Tips
- Systemic Barriers and Unconscious Bias
- Using Evidence-informed Methods, Technologies, Resources and procedures
- Benchmarking and Monitoring Progress Using Quantitative and Qualitative Data
- Case Studies on Reasonable Work Accommodation
- Relevant Legislation



Core Sections of the Standard

4 Work Disability Management System

- Management commitment and leadership
- Responsibilities, accountability, and authority
- Organization's responsibility to an inclusive and accessible workplace
- Work disability management policies
- Work disability management procedures

5 Planning

- Review internal policies, processes, programs, procedures, practices, and resources
- Identify gaps, barriers and opportunities in internal policies, procedures, practices, programs, and resources
- Set objectives, targets, and establish an action plan

6 Implementation

- Implementing the plan with resources available
- Work disability preventative and protective measures
- Accommodation
- Improving organizational culture related to disability
- Training, awareness, and competence
- Managing change

7 Performance monitoring, evaluation, and continual improvement

- Monitor and evaluate the performance of the management system
- Internal audit
- Identifying new and unresolved issues
- Management review
- Continual improvement



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6 Implement
Implement

Ensure
Foundations are
in Place

Training, Managing

7 Perform continual

- Monitor and evaluate the performance of the management system
- Internal audit
- Identifying new and unresolved issues
- Management review
- Continual improvement

This section emphasizes that involvement of all key stakeholders is essential – everyone plays a role

- Senior management, front line managers/supervisors
- Internal subject matter experts, disability management specialists, healthcare professionals
- Workers and their representatives/unions



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7 Performance Monitoring and Evaluation

- Monitoring and evaluation

Plan for Success

This section emphasizes the need for the organization to understand its strengths and identify areas for improvement:

- *Developing a vision for future*
- *Considering the organization's unique situation and capacity*
- *Engaging all key stakeholders in the process*



Core Sections of the Standard

This section emphasizes the importance of a well-thought-out plan to achieve success:

- *Emphasizes a proactive approach and culture change*
- *Sub-section on accommodating workers with disabilities in recruitment, hiring, and onboarding*
- *Notes importance of promoting an inclusive non-judgmental environment toward workers with disabilities*
- *Notes importance of ensuring workers are not reluctant about reaching out for assistance*

**Make
Changes**

6 Implementation

- Implementing the plan with resources available
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Core Sections of the Standard

4 Work Disability Management System

- Management commitment and leadership
- Responsibilities, accountability, and authority
- Organization's responsibility to an inclusive and accessible workplace
- Work disability management policies
- Work disability management procedures

This section emphasizes the importance of performance measurement:

- *Notes requirement of reviews, audits and continual improvement in recruitment, hiring and onboarding, as well as accommodation*
- *Emphasizes use of both qualitative and quantitative data in the evaluation*
- *Notes importance of addressing deficiencies identified on a timely basis*

**Evaluate
system**

6 Implementation

- Implementing the plan with resources available
- Work disability preventative and protective measures
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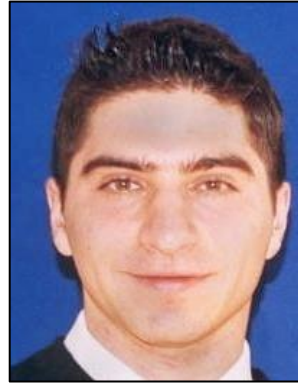


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Panelist Bios



David Brown
Corporate Medical
Director at CIBC



Behdin Nowrouzi-Kia
Assistant Professor
Department of Occupational
Science and Occupational Therapy
University of Toronto



Michael MacDonald
Manager, Health Services
Jazz Aviation



Joe Baiardo
Manager/Paralegal
Canada Life – Ford of
Canada



Fireside Chat with Panel Members

Questions for Consideration

1. Large Organizations
 - i. What are the key worker health challenges that large organizations are confronting today (e.g., mental health)?
 - ii. How can the standard help organizations address these challenges?
 - iii. For organizations that already have invested in disability management, what is in it for them?
2. Small and Medium-Sized Businesses
 - i. What are some of the key challenges that small and medium-sized businesses might confront if considering adopting the standard?
 - ii. There are many layers to a work disability management system, where should they start?
 - iii. Are there sectoral issues that are particularly a challenge (e.g., high turnover in the hospitality sector)?
3. Workplace Parties
 - i. What advice would you give senior management about developing or advancing their work disability management system?
 - ii. What advice would you give workers and labour/union representatives?
 - iii. What is the role of external experts (to varying degrees, organizations rely on external expertise)?
4. Do you have any other guidance to provide small, medium or large organizations who are considering adopting the standard?

We will also take questions from attendees on a continual basis through the chat box



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ET

Questions / Discussion



BUSINESS





Future Webinars

- February 8, 2021 (CRWDP): Continued Conversations on the Employer Perspective
- February 22, 2021 (CISWP): Conversation on the Role of Healthcare and Disability Management Service
- March 8, 2021 (CRWDP): Continued Conversation on the Insurance Providers Perspective
- March 22, 2021 (CISWP): Conversations on the Labour Perspective
- April 26, 2021 (CRWDP): Continued Conversations on the Role of Healthcare and Disability Management Service
- May 10, 2021 (CRWDP): Continued Conversations on the Labour Perspective



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Thank You!

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For follow-up related to CSAZ1011:20 *Work disability management system*, please contact:

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