

University of South Australia Injury Management Strategic Plan 2009 - 2011

Policy Statement

In the event of a work related injury, the University will provide effective claims management and rehabilitation assistance aimed at supporting injured employees through their period of illness or injury and then promoting optimal recovery and a safe return to work (where possible).

The Injury Management Strategic plan is endorsed and authorised by the Senior Management Group as the official document for use by Academic Divisions and Coordinating Portfolios in planning actions to achieve an effective Injury Management system.

The injury management objectives of the University of South Australia are:

1. To minimise the severity of employee injury or illness by facilitating earliest referral for medical assessment and treatment;
2. To provide assistance and information to injured or ill employees to minimise the impact of their condition;
3. To manage worker's compensation claims in accordance with the requirements of the Workers Rehabilitation and Compensation Act 1986 and the WorkCover Code of Conduct for Self Insurers;
4. To support employees to remain at work or return to work at the earliest opportunity through the recovery period, as appropriate, by providing suitable duties and rehabilitation services;
5. To facilitate a mutually acceptable outcome for both the injured or ill employee and the University in the event that the condition does not resolve;
6. To minimise the financial impact of workers compensation liability for the University.

All strategies within the University Injury Management Plan are designed to meet the above objectives. This plan is to be utilised in Academic Divisions and Coordinating Portfolios and will be supported with a detailed information kit provided immediately after an injury to ensure maximum efficacy of the system. This plan is not intended to be prescriptive and provides for Divisions, Schools, Institutes and Units to customise their injury management activities to reflect the unique requirements of their own areas, whilst encompassing the University's broader objectives and strategies within this plan.

The Senior Management Group will monitor and measure the implementation of the plan on a regular basis to ensure appropriate application within Divisions and Portfolios. OHSW&IM Services will provide technical support and advice to the Senior Management Group, Divisions and Portfolios.

Executive Summary of Responsibilities

Senior Manager Responsibilities include the following:

1. To direct and support the implementation of the Strategic Injury Management Plan;
2. To ensure adequate financial resources are available to fund workers compensation and injury management as a self insurer;
3. To monitor performance and provide direction on the management of complex cases.

Line Manager and Supervisor Responsibilities include the following:

1. To facilitate appropriate management of injured or ill staff;
2. To provide suitable duties for injured or ill staff to remain at, or return to, work;
3. To liaise with OHSW&IM Services to advance case management;
4. To ensure all necessary procedures are followed including the prompt provision of information to OHSW&IM Services;
5. To provide guidance to the injured or ill staff and ensure a supportive environment is provided during the recovery period.

Note: For the purpose of this plan Line Managers and Supervisors are defined as anyone who has an employee or HDR student reporting to them.

Staff, Contractor, Student and Visitor Responsibilities include the following:

1. To support injured or ill staff to remain at, or return to, work after an injury in a considerate manner;
2. To report any situation that may potentially create a risk for the injured or ill staff or others in the area.

Injured/Ill Employee Responsibilities include the following:

1. To comply with the University Injury Management Procedures outlined in the Injury Management Information Kit. The kit is provided to individuals once the injury is reported to OHSW&IM Services and is available on the website.

Strategies to Achieve Objectives

STRATEGY & ACTION	RESPONSIBILITY	TIME FRAMES	TARGET/MEASURE	COMPLIANCE WITH :	PROVIDES FOR:
<p>1. Legal compliance</p> <ul style="list-style-type: none"> ➤ Use the powers and discretion delegated to the University in a fair and reasonable manner when applying the provisions of the legislation. ➤ Information and assistance will be provided to WorkCover and internal auditors during evaluations and any other enquiry. Recommendations will be addressed as agreed and within allocated timeframes. ➤ Compliance with the Code of Conduct and WorkCover Self Insurer Performance Standards through University procedures available on web site. ➤ Accurate keeping of injury data and compliance with Schedule 4 reporting requirements. 	<p>Lawson Risk Management & OHSW&IM Services</p> <p>Divisions & Portfolios and OHSW&IM Services</p> <p>OHSW&IM Services, Divisions & Portfolios.</p> <p>Lawson Risk Management & Finance Unit</p>	<p>Throughout the life of all claims.</p> <p>February 2010 and in accordance with PAS schedule</p> <p>Continuous</p> <p>Ongoing fortnightly</p>	<p>Zero legislative breaches/monthly review document indicates compliance.</p> <p>Strong evidence of compliance is provided/Zero Non Conformance Reports</p> <p>Legal compliance across University/documentation on website is current.</p> <p>Reports are received by WorkCover on time/zero breaches.</p>	<p>Workers Rehabilitation and Compensation Act 1986 and Code of Conduct for Self Insurers under the WorkCover Scheme – Section 2.3 & 2.4.4 (a).</p> <p>Code of Conduct for Self Insurers under the WorkCover Scheme – Section 2.2.</p> <p>Code of Conduct Section 2.5.1.</p> <p>Regulation 12 Code of Conduct Section 2.5.5.</p>	<p>Duty of employers to provide fair compensation and effective rehabilitation.</p> <p>General obligations of self insured employers to exercise delegation in a reasonable manner and in accordance with the law.</p> <p>Compliance is a condition of self insured licence.</p> <p>Provision of claims data and provision estimates.</p>
<p>2. Incident Reporting</p> <ul style="list-style-type: none"> ➤ All incidents are reported in accordance with University procedures to enable prompt injury management assistance to be provided and ensure legal compliance. 	<p>Divisions & Portfolios & OHSW&IM Services</p>	<p>As soon as practical after an incident and within 12 hours.</p>	<p>All incidents are reported within 12 hours/ exceptions report indicates 100% on time reports.</p>	<p>Worker's Rehabilitation & Compensation Act 1986 Sec. 51 & 52.</p>	<p>Duty to give notice of a disability.</p> <p>Claim for compensation.</p>
<p>3. Communication & Consultation</p> <ul style="list-style-type: none"> ➤ The University will consult and communicate with employees and/ or their representatives in developing policy and procedures to ensure that an opportunity is provided for input. ➤ The University will make information readily available to staff through the UniSA web site. 	<p>OHSW&IM Services , OHSW&IM Committee</p>	<p>Quarterly or out of meeting cycle where there is a need.</p>	<p>Employees have been consulted on policies/procedures through OHSW&IM Committee/Committee minutes include evidence of consultation on all injury management policies/procedures.</p>	<p>Code of Conduct for Self Insured Employers under the WorkCover Scheme – Section 2.3 of the Standard.</p>	<p>Establish and maintain effective mechanisms for consultation with employees.</p>

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<p>4. Claims Management</p> <ul style="list-style-type: none"> ➤ The University will employ an appropriately qualified and experienced claims manager through a claims management organisation who will also provide an administrative service. ➤ Claims will be determined in a timely manner ➤ Case conferences are held on an 'as needs' basis between all key stakeholders at regular intervals throughout the injury management process. 	<p>The University of South Australia through Director: Human Resources</p> <p>Lawson Risk Management Services.</p> <p>OHSW&IM Services Lawson Risk Management and Key Stakeholders</p>	<p>October 2008</p> <p>October 2008</p> <p>Frequency determined on a case by case basis</p>	<p>Claims are managed in accordance with the contract/monthly review Injury Management Measurement tool indicates compliance.</p> <p>Claims determined within 5 days of receipt/exceptions report indicates 100% compliance or reasons for non compliance.</p> <p>Maximise return to work outcomes/Case files.</p>	<p>Code of Conduct for Self Insured Employers under the WorkCover Scheme – Section 3.5.4.</p> <p>UniSA Injury Management Manual.</p>	<p>When assessing whether the employer has sufficient resources for administering claims WorkCover will have regard to: Qualifications and experience of officers responsible for administering claims.</p> <p>Procedural guidance material for the practical application of injury management strategies.</p>
<p>5. Rehabilitation</p> <ul style="list-style-type: none"> ➤ The University will assess the need to provide rehabilitation assistance for all employees with a work-related condition and provide rehabilitation in accordance with assessment and procedures defined in the Injury Management Manual ➤ The Divisions and Portfolios will provide suitable duties in accordance with medical advice. ➤ The Divisions and Portfolios will provide financial resources as necessary to assist with the support and return to work program of an employee. ➤ The University will provide a qualified and experienced rehabilitation and return to work coordinator to facilitate injured employee return to suitable duties. 	<p>OHSW&IM Services Divisions & Portfolios &</p> <p>Divisions & Portfolios and OHSW&IM Services</p> <p>Divisions & Portfolios</p> <p>OHSW&IM Services & Director: Human Resources</p>	<p>Contact made within 24 hours of referral.</p> <p>As required</p> <p>As required</p> <p>Continuous</p>	<p>Employees are provided with rehabilitation and return to work assistance/internal audit.</p> <p>All injured staff are offered suitable duties/rehabilitation files indicate compliance.</p> <p>Rehabilitation Consultant is employed.</p>	<p>Workers Rehabilitation & Compensation Act 1986 Section 28.</p> <p>Workers Rehabilitation & Compensation Act 1986 Section 58B.</p> <p>Workers Rehabilitation and Compensation Act 1986 – Section 28D.</p>	<p>The employer will appoint such advisors as necessary to comply with the Act.</p> <p>Employer's duty to provide work or pay wages.</p> <p>An employer must appoint a rehabilitation and return to work co-ordinator.</p>
<p>6. Dispute Resolution</p> <ul style="list-style-type: none"> ➤ The University will develop, implement and make available to staff a process for addressing disputes. ➤ A complaint management process is adhered to. 	<p>OHSW&IM Services</p> <p>OHSW&IM Services and Director: Human Resources</p>	<p>May 2009</p> <p>Within 7 days of notice of complaint</p>	<p>A process exists and is accessible to employees/claimants signature on receipt of claim kit form.</p> <p>Disputes are resolved/claimant survey indicates satisfaction.</p>	<p>Worker's Compensation & Rehabilitation Act 1986 Section 90</p>	<p>A person may lodge a notice of dispute with the Registrar, in writing in the prescribed format.</p>

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<p>7. Confidentiality</p> <ul style="list-style-type: none"> ➤ The University will take all steps required to ensure that personal information relating to workers compensation claims is kept confidential and only accessible to authorised personnel. 	<p>Divisions, Portfolios, OHSW&IM Services, Lawson Risk Management</p>	<p>Continuous</p>	<p>Legal compliance/Nil breaches.</p>	<p>Workers Rehabilitation and Compensation Act 1988 Section 112.</p>	<p>An employer must not disclose personal information about and employee unless provided for in Sect 112 of the Act.</p>
<p>8. Measuring and Monitoring claims management performance</p> <ul style="list-style-type: none"> ➤ Senior Management Group is provided with statistical information, including outcome and effectiveness measures, to enable members to monitor claims management performance and provide leadership and direction. <ul style="list-style-type: none"> ○ Effectiveness measures are monitored to determine if strategies within this plan are effective in achieving the plan objectives (see attachment 1). ○ Outcome measures are monitored to determine results from implementation of this plan (see attachment 1). ➤ The University injury management system is audited on a regular basis. ➤ The University will develop and maintain an electronic information system to support the administration of the injury management plan. 	<p>OHSW&IM Services, Senior Management Group, Lawson Risk Management</p> <p>Planning and Assurance Services (for system compliance audits).</p> <p>OHSW&IM Services checks system on a regular basis.</p> <p>OHSW&IM Services in consultation with Divisions & Portfolios.</p>	<p>Monthly</p> <p>Annually</p> <p>December 2009</p> <p>Monthly</p> <p>December 2011</p>	<p>Senior Management Group are provided with sufficient information to monitor claims management performance/Monthly reports</p> <p>One PAS audit completed in 2009/ Recommended action addressed by March 2010 100% compliance/monthly internal checks.</p> <p>Electronic Incident reporting is established and implemented/reports are generated.</p>	<p>Code of Conduct for Self Insured Employers under the WorkCover Scheme – Standard 4.</p> <p>Standard 4 – Element 2</p> <p>Performance Standard 4. Measurement and Evaluation – Continuous Improvement Model – Code of Conduct for Self Insurers.</p>	<p>Measurement, evaluation, setting of objectives and targets, internal audits and corrective actions.</p> <p>Programmed internal audits are performed objectively by a competent person.</p> <p>The organisation measures and monitors its performance in consultation with employees to take corrective action when necessary.</p>
<p>9. Training</p> <ul style="list-style-type: none"> ➤ Line managers and supervisors complete on-line learning module for injury management. 	<p>Line managers and supervisors</p>	<p>Within 3 months of promotion and every 3 years</p>	<p>All line managers and supervisors have completed within defined period/training records.</p>	<p>University Training Needs Analysis</p>	<p>Programs identified in training needs analysis are requirements for each employment group according to responsibilities.</p>
<p>10. Cost monitoring</p> <ul style="list-style-type: none"> ➤ Claims are managed in accordance with the Strategic Injury Management Plan and the Injury Management Manual with a strong focus on early intervention for treatment and return to suitable duties. 	<p>OHSW&IM Services, Senior Management Group, Lawson Risk Management</p>	<p>Monthly reporting</p> <p>Annual review of cost reduction from June 2010</p>	<p>The costs associated with workers compensation are reduced by 5% per annum without impacting on appropriate case management/Monthly reports to SMG</p>	<p>Strategic Injury Management Plan Objective 6</p>	<p>Minimising the financial impact of workers compensation liability for the University.</p>

Strategic Injury Management Plan Effectiveness & Outcome Measures

Effectiveness measures are defined as selected indicators of how effectively a process is operating against objectives. These indicators can be quantitative or qualitative and the choice is dependent on the type of element they are used to measure.

Outcome measures are defined as selected indicators that provide a determination and evaluation of the results of the plan and their comparison with the intended results.

Objective	Effectiveness Measure	Outcome Measure
1. Minimise the severity of employee injury or illness by facilitating earliest referral for medical assessment and treatment.	Injuries are reported to OHSW&IM Services in accordance with procedures to enable the provision of health care and an exceptions report is provided to the Senior Management Group if this is not achieved.	50% of claims are resolved within 13 weeks
2. Provide assistance and information to injured or ill employees to minimise the impact of their condition.	Claimant survey results indicate that: <ol style="list-style-type: none"> 1. Information was provided in response to notification of injury. 2. Claim and rehabilitation files indicate that assistance was provided throughout the duration of the claim. 	Employees are supported in the financial, practical and emotional aspects of managing their injury or illness in accordance with University procedures.
3. Manage worker's compensation claims in accordance with the requirements of the Worker's Rehabilitation and Compensation Act 1986 and the Workcover Code of Conduct for Self Insurers	Communication and consultation strategies are effective in ensuring that all key parties involved with worker's compensation or rehabilitation claims have sufficient information, knowledge and skill to achieve the intent of the legislation and performance standards as evidenced by training records for key personnel and written communication/file notes.	Employee claims are managed in accordance with legal and self insurer standards as evidenced by a positive outcome in the WorkCover evaluation in February 2010.
4. Support Workers to remain at work or return to work at the earliest opportunity through the recovery period, as appropriate, by providing suitable duties and rehabilitation services.	Managers and supervisors undertake training to provide them with an understanding of the key role they have in the provision of suitable duties as evidenced by training records. Injury Management Information kits are provided to injured or ill employees and their manager when injury or illness is reported to OHSW&IM Services.	< 11 days average lost time per lost time injury (LTI) in 2009; <10 days average lost time per LTI in 2010; <9 days average lost time per LTI in 2011,
5. Facilitate a mutually acceptable outcome for both the injured or ill employee and the University in the event that the condition does not resolve.	Risk management processes are utilised to identify risk to the injured or ill employee and the University as a result of the employee's condition as evidenced by risk assessment documentation held in OHSW&IM Services.	100% of claims are resolved within 2 years.
6. Minimise the financial impact of worker's compensation liability for the University.	Case management strategies are monitored with cost consideration taken into account without impacting the outcomes for the injured or ill employee as evidenced in case management files.	50% of claims are resolved within 13 wks. 75 % within 26 wks. 100% within 104 wks. Provision estimate is reduced by 10% per annum. Claims costs are reduced by 10% per annum.