



HBT POLICY: Problem Solving / Escalation of Concerns

Rehabilitation Services A-1.2

Policy Number OC-11-20-v1

Policy Statement:

This policy provides guidance when concerns and disagreements arise on file management, Rehabilitation planning or other issues in order to promote consistency in decision-making and administrative fairness in the provision of Rehabilitation.

Principles

- Rehabilitation Services provides a framework for problem-solving

Guidelines

1. Rehabilitation Services provides decision-making support for complex files and/or files with identified problems
2. Rehabilitation Services escalates problems to senior Rehabilitation Services staff to ensure on-going reviews and necessary changes to policies and procedures occur
3. The following situations represent concerns that will be escalated to Rehabilitation Services' senior management:
 - The Employee does not agree with the Rehabilitation Plan
 - Conflicting medical opinions exist that are not addressed through an Independent Medical Consultation
 - Rehabilitation Services and Great-West Life staff cannot reach agreement on:
 - the Employee's capacity for Rehabilitation
 - the course of intervention
 - any other aspect of the case, including referral and Rehabilitation file closure
 - Threats
 - Complaints about service and/or service providers

Practice

Rehabilitation Services follows set guidelines to identify and resolve problems and concerns.

- 1) Define the problem

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- a) Differentiate fact from opinion
 - b) Identify the underlying causes
 - c) Gather information from all stakeholders
 - d) State the problem
 - e) Identify the concern
 - f) Determine in which process the problem lies
- 2) Generate alternative solutions
 - a) Generate alternatives with all stakeholders
 - i) Alternatives must be consistent with Rehabilitation Service goals (Policy A-1.1 Case Management)
 - b) Separate alternatives into short- and long-term
 - c) Brainstorm additional alternatives
- 3) Evaluate alternatives
 - a) Evaluate and rank alternatives relative to Rehabilitation Services' goals
 - i) Evaluate alternatives without bias
 - ii) Evaluate both proven and possible outcomes
- 4) Select an alternative
 - a) Reach consensus with those affected on the selected alternative
 - b) Document the solution
- 5) Implement solution
 - a) Plan implementation of the solution
 - b) Seek acceptance or consensus by all those affected
- 6) Follow up and evaluation
 - a) Gather feedback from all affected parties
 - b) Establish ongoing measures and monitoring
 - c) Evaluate long-term results based on the alternative solution

Definitions

- **Employee** – Employees of HBT's member employers who are covered by the HBT LTD Plan (plus the HSA LTD Trusts)
- **Gainful Employment** – Occupation for which the Employee has the education, training and/or experience at a rate of pay defined by the Employee's LTD plan (see Collective Agreements: Long Term Disability Insurance Plans in *Relevant Documents/Links*)
- **Rehabilitation**
 1. **Medical Rehabilitation** – Treatment designed to facilitate recovery from injury, illness, or disease and to restore sufficient physical, sensory, and mental functions to enable Gainful Employment. Treatment also includes assisting the Employee to compensate for deficits that cannot be reversed medically.
 2. **Vocational Rehabilitation** – Services offered to enable Employees with mental or physical disabilities to attain skills, resources, attitudes, and expectations needed to

achieve Gainful Employment. Services offered may include skills enhancement or retraining.

- **Rehabilitation Plan** – Documentation of Medical and Vocational Rehabilitation required to resolve barriers to Gainful Employment including outcome measures and a timeline
- **Stakeholders** - Includes anyone who has an interest in managing LTD including the Employee, employer, GWL, HBT and Union

Relevant Documents / Links

A: Collective Agreements: Long Term Disability Insurance Plans

<http://www.heabc.bc.ca/Page20.aspx>

http://www.cssea.bc.ca/public_documents.php