

# Mental Stress Injuries Program Strategy Update




Schedule 2 Employers Group

February 12, 2025

# Mental Stress Injury Program (MSIP) Strategy

**PURPOSE:**

Reduce the impact of mental stress injuries with a timely / integrated return to work and recovery approach

PILLARS	<p><b>1 SERVICE EXPERIENCE –</b> Consistent and proactive approach </p>	<p><b>2 ENABLED WORKFORCE</b> </p>	<p><b>3 INTEGRATED RECOVERY AND RETURN TO WORK</b> </p>
PRIORITIES	<ul style="list-style-type: none"> <li>Segment claims to enable focus, integrating proactive RTW framework</li> <li>Standardize processes and enhance quality oversight</li> <li>Support customers with knowledge and psychologically focused forms and tools, including an MSIP handbook for what to expect</li> </ul>	<ul style="list-style-type: none"> <li>Role clarity and coordinated delivery</li> <li>Align responsibilities with skill specialization, better leverage expert interventionists</li> <li>Training opportunities with a focus on mental stress, integration and communication</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen linkages between return to work and recovery</li> <li>Timely engagement of return-to-work services, and a broader approach to return to work including early skills development</li> <li>Holistic recovery approach, and a right focus and engagement with health care providers</li> </ul>
METRICS	<p><b>CUSTOMER EXPERIENCE</b> Timely decision making, Quality decisions, Reduced Call Escalations, Improved Customer Experience</p> <p><b>FINANCIAL SUSTAINABILITY</b> Reduced Durations, Increase in those on PLOE; Increase in RTW with IE and Non-IE</p> <p><b>RECOVERY</b> Duration of care, Timely Access to Specialized Care, Quality of Care</p> <p><b>TRAINED &amp; KNOWLEDGEABLE STAFF</b> Employee engagement; Trained and Experienced Teams, Reduced caseload transitions</p>		

# Strategy to implementation

## Steps to design the path forward

1. Established a Project Team and subject matter experts
2. Identified current-state pain points
3. Envisioned an “ideal” future state
4. Ideated improvement opportunities to achieve the future state
5. Prioritized initiatives to create an Implementation Roadmap

## Mental Stress Injury Program Strategy

PURPOSE:		Reduce the impact of mental stress injuries with a timely / integrated return to work and recovery approach		
PILLARS	<b>1 SERVICE EXPERIENCE</b> – Consistent and proactive approach	<b>2 ENABLED WORKFORCE</b>	<b>3 INTEGRATED RECOVERY AND RETURN TO WORK</b>	
PRIORITIES	<ul style="list-style-type: none"> <li>Segment claims into short and long term to enable focus, integrating proactive RTW framework</li> <li>Standardize processes and enhance quality oversight</li> <li>Support customers with knowledge and psychologically focused forms and tools</li> <li>Enhanced tools</li> <li>Explore longer term behavioural changes</li> </ul>	<ul style="list-style-type: none"> <li>Role clarity and coordinated delivery</li> <li>Align responsibilities with skill specialization, better leverage expert interventionists</li> <li>Training opportunities with a focus on mental stress, integration and communication</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen linkages between return to work and recovery</li> <li>Timely engagement of return-to-work services</li> <li>Holistic recovery approach</li> </ul>	
METRICS	<b>CUSTOMER EXPERIENCE</b> Timely decision making, reviews & responses, Quality decisions, Entitlement, Call quality, CSAT, Burden			
	<b>FINANCIAL SUSTAINABILITY</b> Durations: full / partial, Return to Work: IE, Non-IE, no RTW			
	<b>RECOVERY</b> Duration of care, Referrals to specialized, Appropriateness of actions, % of MMR by point in time			
	<b>TRAINED &amp; KNOWLEDGEABLE STAFF</b> Employee engagement, % of staff upskilled, quality decisions			

**+30**

Stakeholders involved in focus groups, shadow sessions, and workshops



**+250**

Pain points identified across seven personas and five journeys in the current state



**40 hrs**

Workshopping the current and future state journeys across multiple persona perspectives



**+200**

Improvement opportunities ideated through workshops across all five journeys



# We created seven personas to highlight pain points and opportunities for each key MSIP claim stakeholder



**Peter, Injured or Ill Person**

I want to be able to receive effective treatment, and promptly return to work so I can continue to serve my community, make a living and support my family.



**Jane, Employer**

I want to support the Ill or Injured Person on my team so they can receive treatment, smoothly return and reintegrate back into their work environment and continue their service.



**Stephanie, Manager**

I want to improve the Case Management and Return to Work process by providing resources and coaching to my team, ensuring fair and timely outcomes.



**Mark, Case Manager**

I want to process the Injured or Ill Person's claim in a timely and efficient manner, balancing being empathetic to their situation with being objective when making Entitlement decisions.



**Alex, WSIB Nurse Consultant**

I want to be able to work with the case management team to develop intervention plans that mitigate recovery obstacles.



**Megan, WSIB Return to Work Specialist**

I want to ensure the Injured or Ill Person is supported in their recovery and that their return to work is safe, sustainable, and aligned with their health needs and the requirements of their role.



**Andrea, Psychologist / Psychotherapist**

I want to provide evidence-based treatment that support the Injured or Ill Person's recovery that includes regulating symptoms and restoring function.

# Current-state persona: Employer



**Jane**

45 years old

## Occupation

HR Disability Specialist and/or Manager

## Overview

Jane is the HR Disability Specialist at the City of Toronto's Police Department who is responsible for overseeing Peter's unit. She is committed to creating a safe and productive work environment.

## GOALS & PRIORITIES

- I want the Injured or Ill Person (IIP) on my team to return to work as soon as they are ready, recognizing the impact this has on the individual and my workforce.
- I want to maintain empathetic communication with my employee and ensure they feel valued, understood, and empowered through the claims process.

## PAIN POINTS

- Impact on the daily operations during the Injured or Ill Person's absence.
- Uncertainty with the Injured or Ill Person's prognosis, return to work outcomes and the effectiveness of the support programs provided.
- Operational considerations with providing accommodations during the claims and return to work process.

## NEEDS

- To support the IIPs so we can maintain that employee relationship while they receive services for recovery and return to work.
- To ensure teams can function smoothly while the employee is on leave and transitioning back into their work.
- To incorporate the IIPs recovery and their readiness to return to work with the organization's policies, collective agreements, processes and job duties.

## EXPECTATIONS

- Relevant and accurate updates on the expected timelines for the Injured or Ill Person's recovery and return and functional information so that accommodations and operational decisions can be made.
- Clear communication and resources from WSIB to proactively support the Injured or Ill Person

# Current state: journey mapping

## EMPLOYER CURRENT STATE JOURNEY MAP

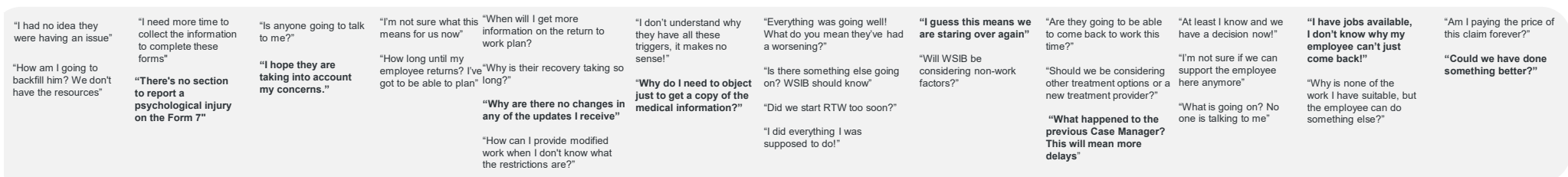
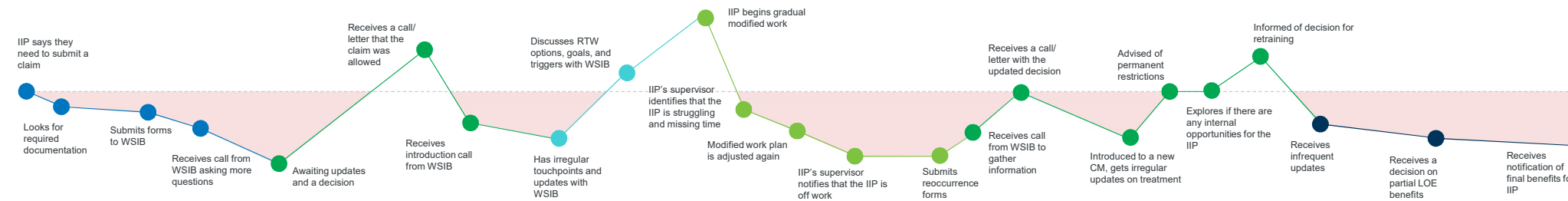


**Jane the HR Disability Specialist and Manager**

**Age:** 45

**Overview:** Jane is the HR Disability Specialist at the City of Toronto's Police Department who is responsible for overseeing Peter's unit. She is committed to creating a safe and productive work environment.

### Experience Factors



# Current-state persona: injured or ill person



**Peter**

42 years old

## Occupation

First Responder filing a claim with the MSIP.

## Overview

Peter is a First Responder with over 15 years of experience. As a career-driven individual, he wants to quickly navigate through the claims process, with the appropriate support, so he can promptly return to work.

## GOALS & PRIORITIES

- I want to quickly file a claim and receive routine updates on its status and specific action items.
- I want to understand all of the benefits and support services available for me.
- I want to be connected with care providers who understand my struggles and situation.
- I want to feel recognized by those who are managing my case, and not dismissed as a file number.

## PAIN POINTS

- Difficulty understanding claims-specific terminology, including wage benefits, and medical coverage. This presents a barrier when filing documentation and understanding instructions.
- Anxiety about the relationship dynamic with his Claims Manager, who owns the care pathway and therefore controls whether he will be eligible to receive payment and other benefits.

## NEEDS

- To receive effective treatment to facilitate a timely return to work, allowing him to continue to fulfil his career purpose, make a living, and support his family.
- To receive clear communication regarding the compensation and benefits he will receive from any time off he takes.
- To be reassured that he will be supported through the claims process.

## EXPECTATIONS

- Being able to reintegrate back into the workplace, fulfil his career duties, and continue supporting his family.
- Timely communication and transparency surrounding the status of decision-making in his claim.
- Consistent access to a qualified contact who understands the process and his needs.

# Current state: journey mapping

## INJURED/ILL PERSONA CURRENT STATE JOURNEY MAP

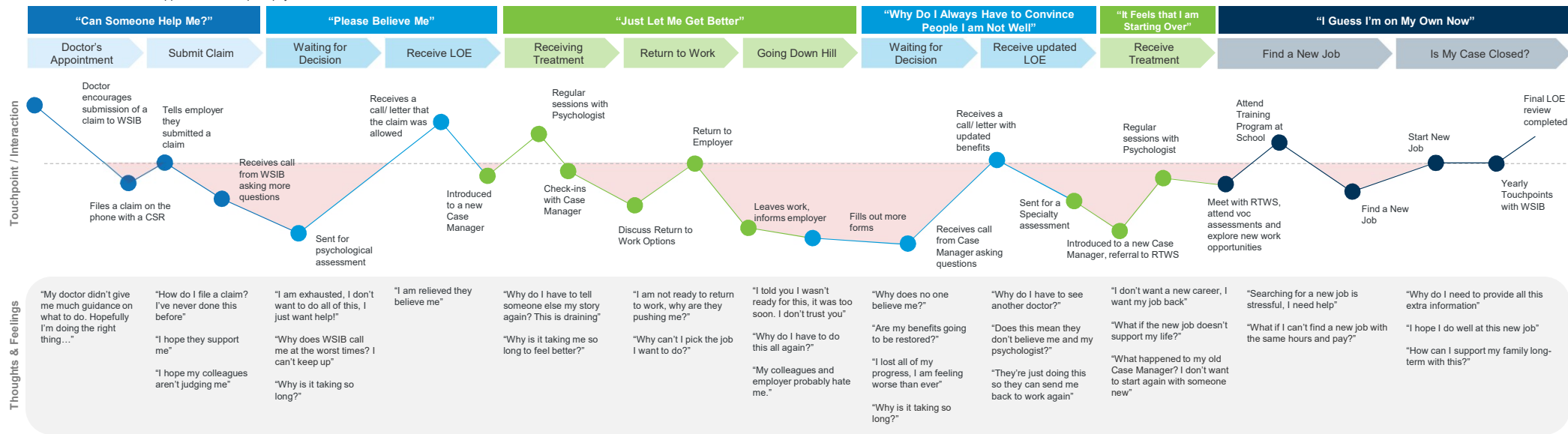


**Peter the First Responder**

**Age:** 42

**Overview:** Peter is a First Responder with over 15 years of experience. As a career-driven individual, he wants to quickly navigate through the claims process, with the appropriate support, so he can promptly return to work.

### Experience Factors

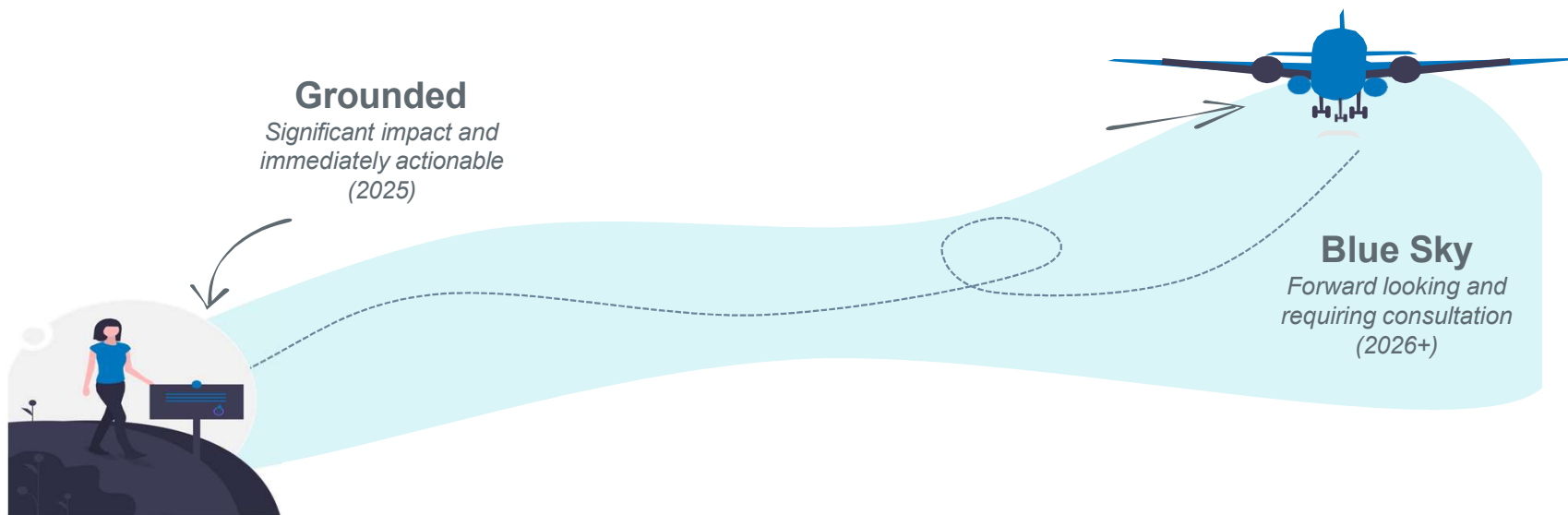




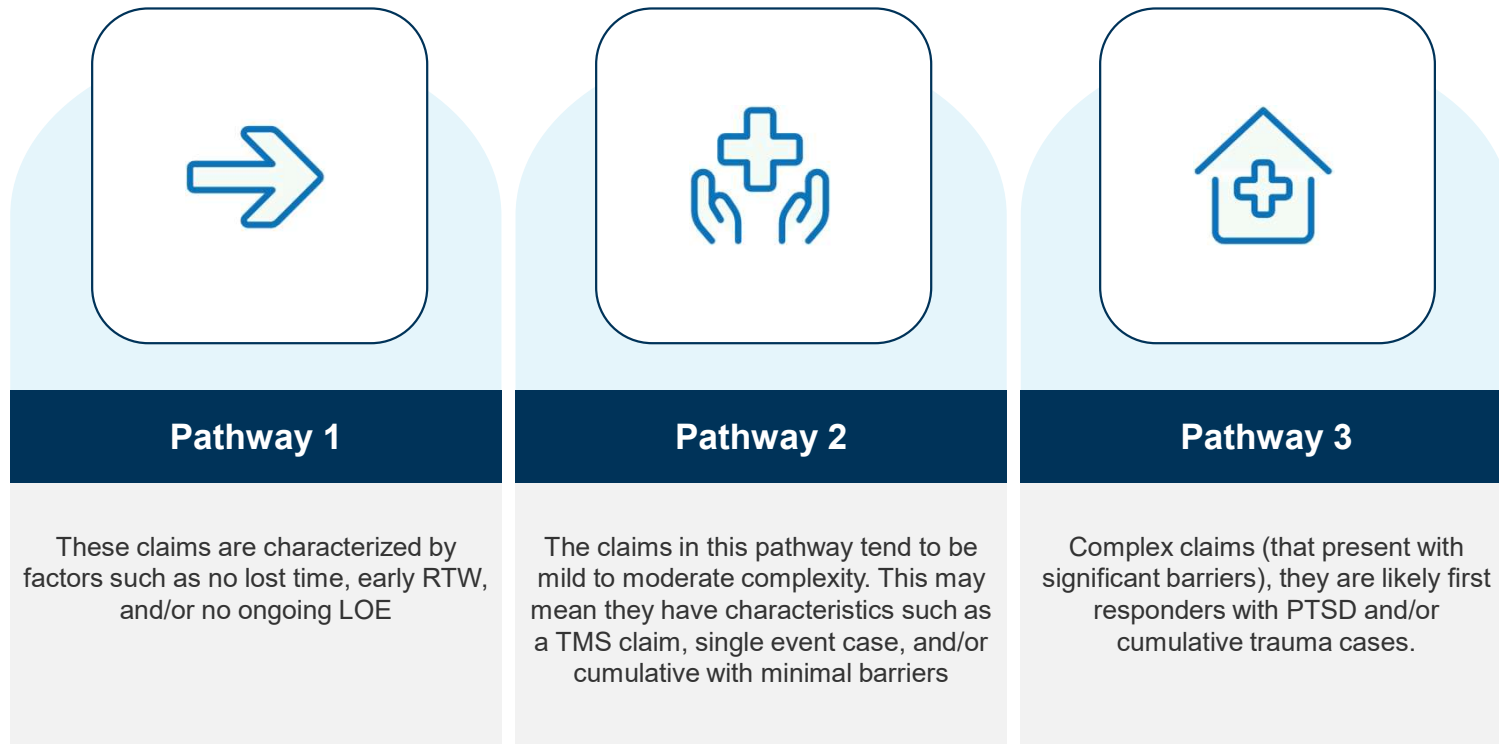
# Future-state opportunities

Many improvement opportunities were ideated through the future-state workshops.

These were categorized as ideas that were 'grounded' and 'blue sky' and prioritized to create an Implementation Roadmap for 2025.



# Future state claims pathways

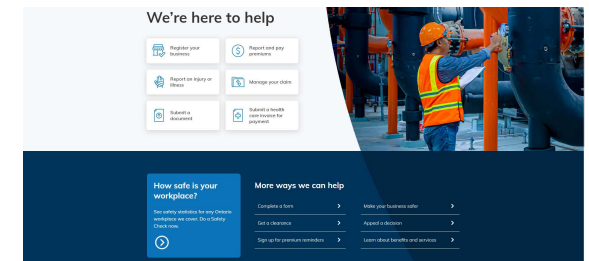


# Highlights for early 2025

Training for all MSIP employees (Case Managers, Nurse Consultants, Return to Work Specialists) in partnership with Centre for Addiction and Mental Health.



Redesign of the mental stress injury page of the WSIB website to provide an improved experience and resources for injured/ill persons with mental stress injuries and employers. Will feature improved navigation, visual aids, valuable information and updated language.



Enhanced and expanded specialized care programs and services, including double the locations for mental health assessments and treatment, and expanded access to French language services.



