re integrate Return to work - An Integrated e-learning Environment

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RE-INTEGRATE
Employer Consultation
Netherlands
Heliomare-Wijk aan Zee

Return to Work
An Integrated e-learning Environment
A Leonardo project: 2007 to 2009

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Doel van de bijeenkomst

- Inzichten verzamelen (van managers, HRM P&O) om nieuwe aanpak re-integratie onder de aandacht te brengen bij uitgevallen werknemers
- “the Re-Integrate Website and Tools”

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Agenda

1. Introductie
2. Presentatie - Re-Integrate Website and Tools
3. Discussie bruikbaarheid en relevantie in NL

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Re-integratie belangrijk

- Re-integratie verplichting WVP
- Verzuimkosten (WG/ WN/verzekeraars/ fam.)
- Langdurig verzuim (over 20 days)
- Bij langdurig verzuim hoe kleiner de kans op re-integratie
- Bij verzuim van 1 jaar slechts 1 % kans op re-integratie in eigen huidige baan.

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The Costs of Long Term Absence (UK)

According to research conducted by Confederation of British Industry (CBI):

- long-term absence (20 days or more) accounted for 43% of all working time lost (2005)
- At a cost of £5.8bn (2005),
- Absence costs £537 per employee and accounted for 3.3 per cent of working time (2006),

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The Costs of Long Term Absence (UK)

According to research conducted by Confederation of British Industry (CBI):

- the best performing companies offering rehabilitation programmes and flexible working lost only 2.7 days per employee, while the worst lost 12 days (2006).

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The Costs of Long Term Absence (UK)

- More recent figures (2007) produced by CIPD, based on a survey of human resource managers, estimated :
  - average annual level of absence as 3.7%, or 8.4 working days per employee,
  - average reported cost of absence of £659 per employee per year,
  - a reported 31% increase in stress-related absence compared with a year earlier.

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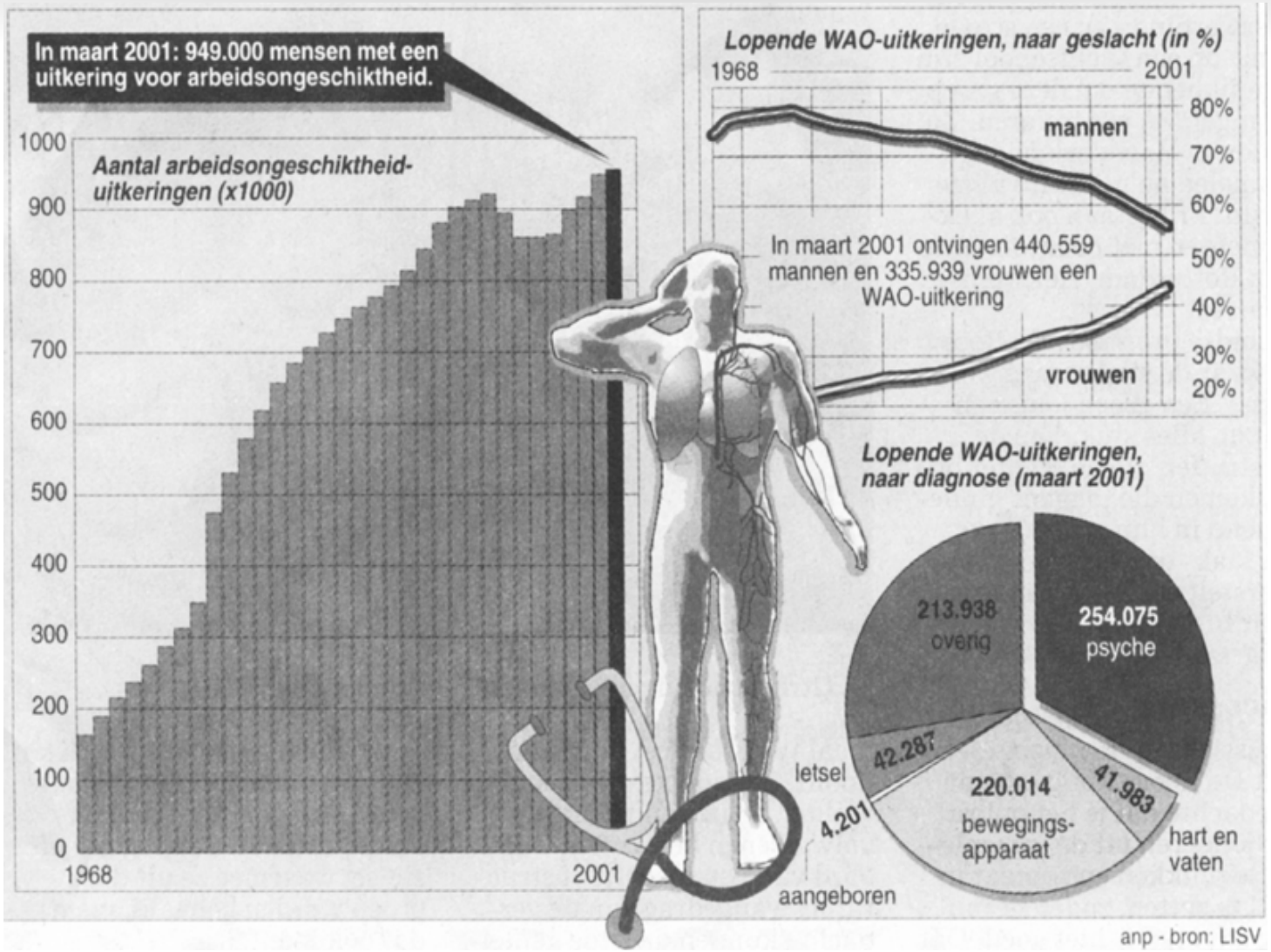

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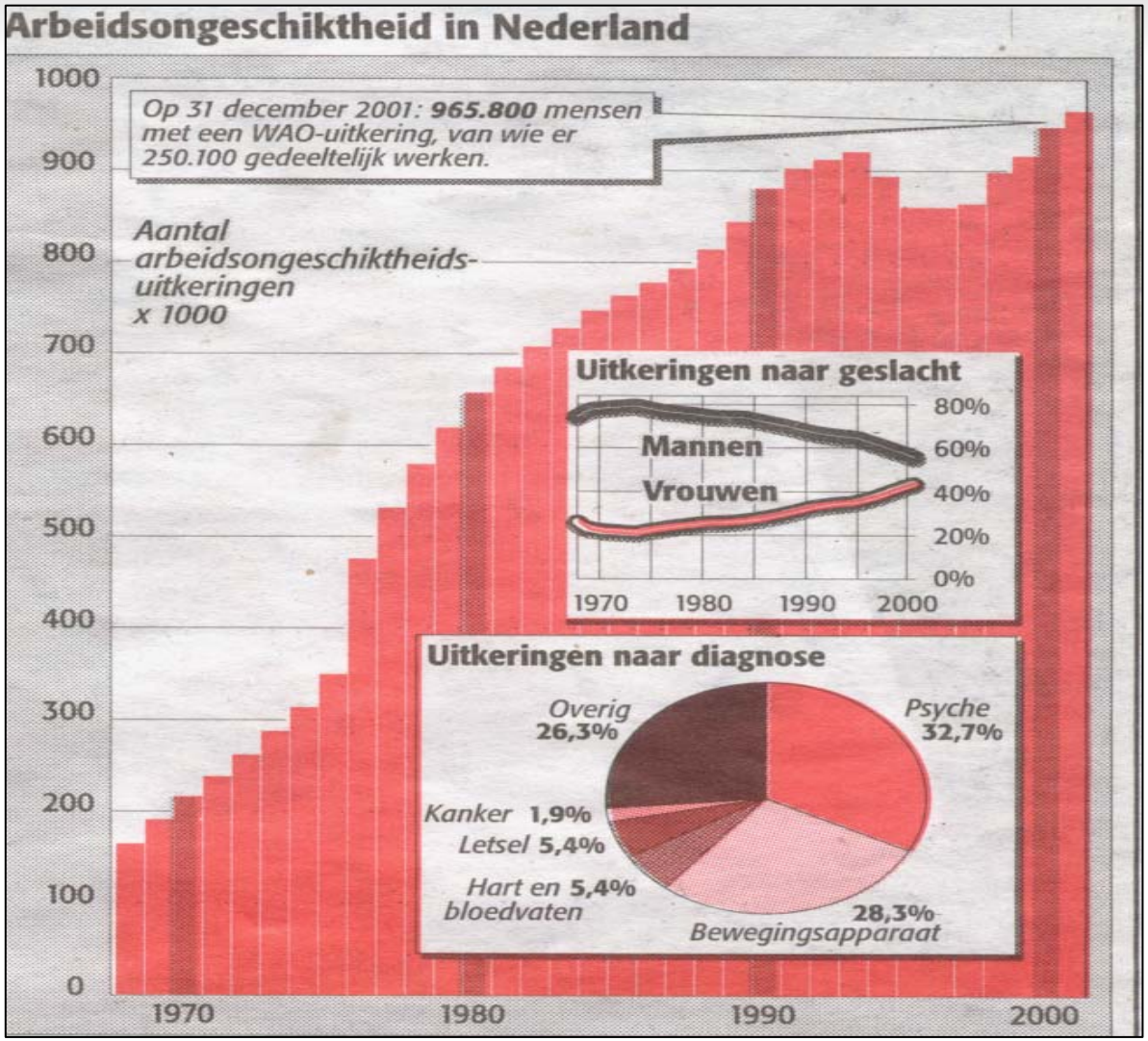

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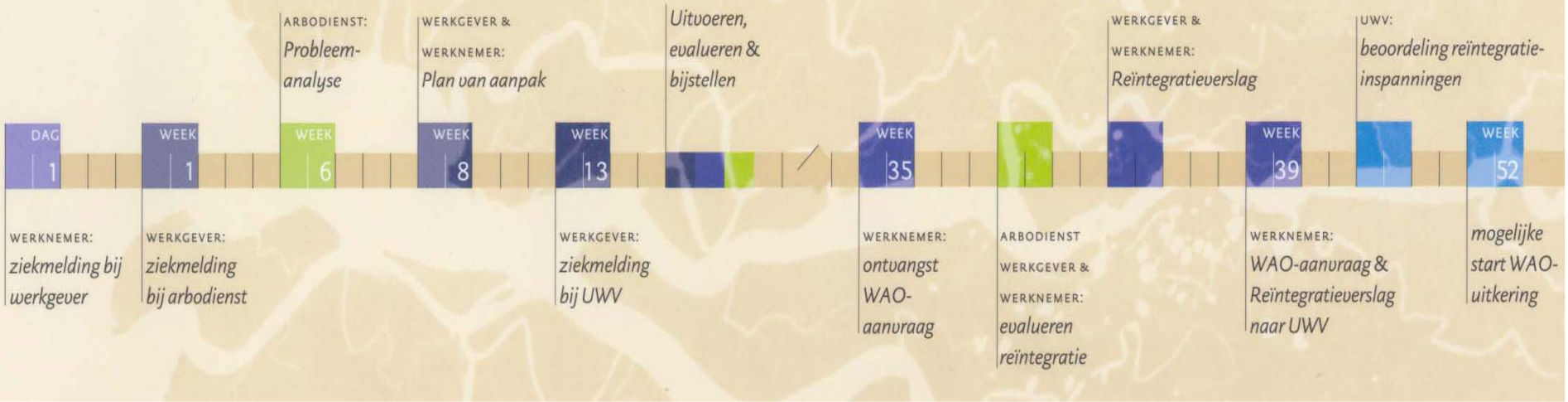
UWV
UITVOERING WERKNEMERSVERZEKERINGEN

Van eerste ziektedag... tot *mogelijke* start WAO-uitkering.



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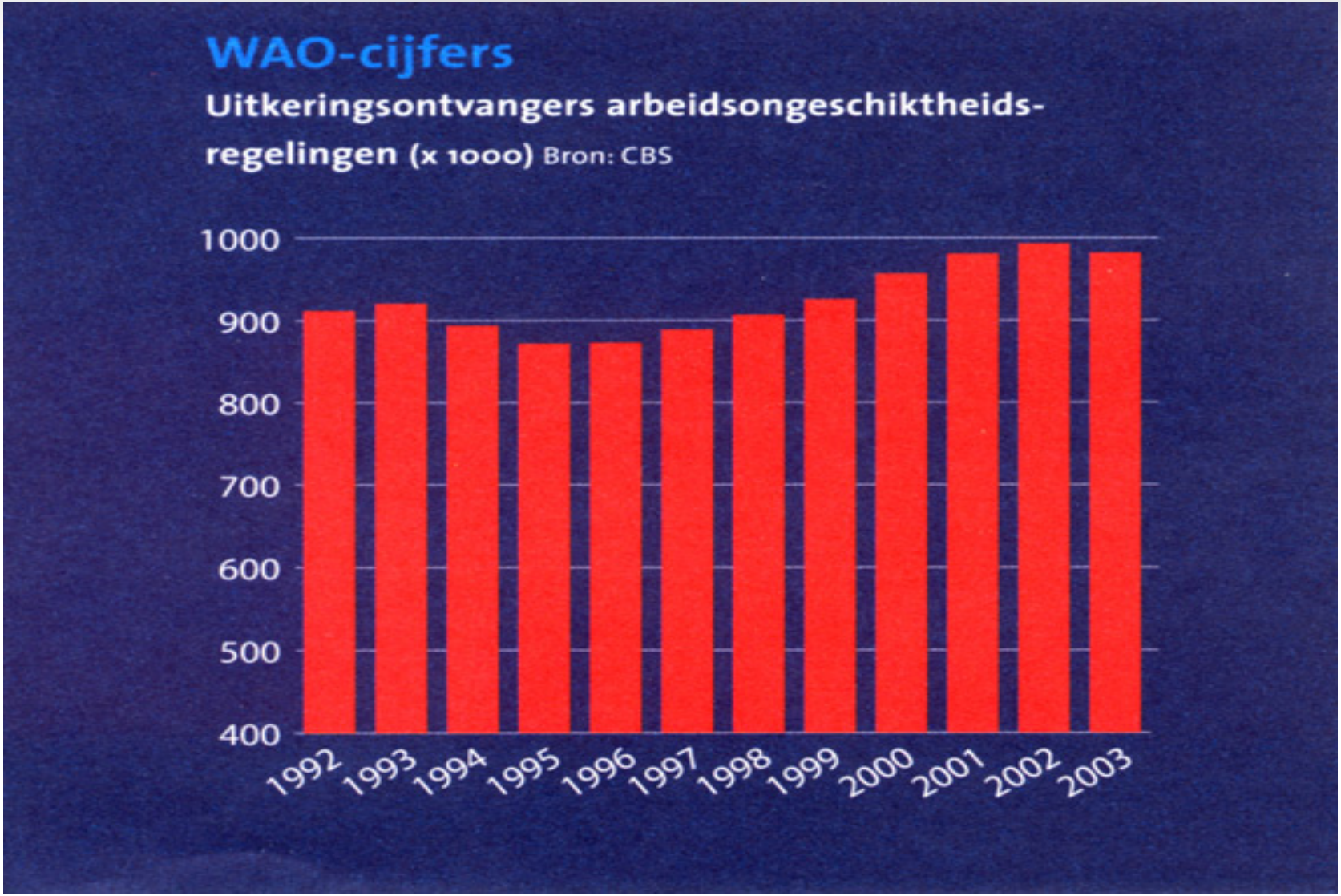

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Voordelen re-integratie - WG

- Productie behouden
- Daling ziekteverzuim
- HRM mentaliteit
- Vermindering vervanging / trainingskosten
- Behouden kennis & vaardigheden
- Toenemen “staff loyalty”
- Vermindering vroeg pensioen
- Vermindering kwaliteit risico

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Voordelen re-integratie- WN

- Behouden arbeidsfunctie
- Behouden van eigen inkomen
- Eigenwaarde behouden
- Verbetering mentale & fysieke gesteldheid
- Behouden van sociale contacten
- Vermijden van sociaal isoloment

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“Some fundamentals”

- Meeste verzuim niet werk gerelateerd !
- Meer ziekteverzuim beinvloed de arbeidsparticipatie (lft)
- Toename mentale problematiek & ziekteverzuim
- Arbeidsmarkt richt zich op handhaven eigen arbeidsfunctie

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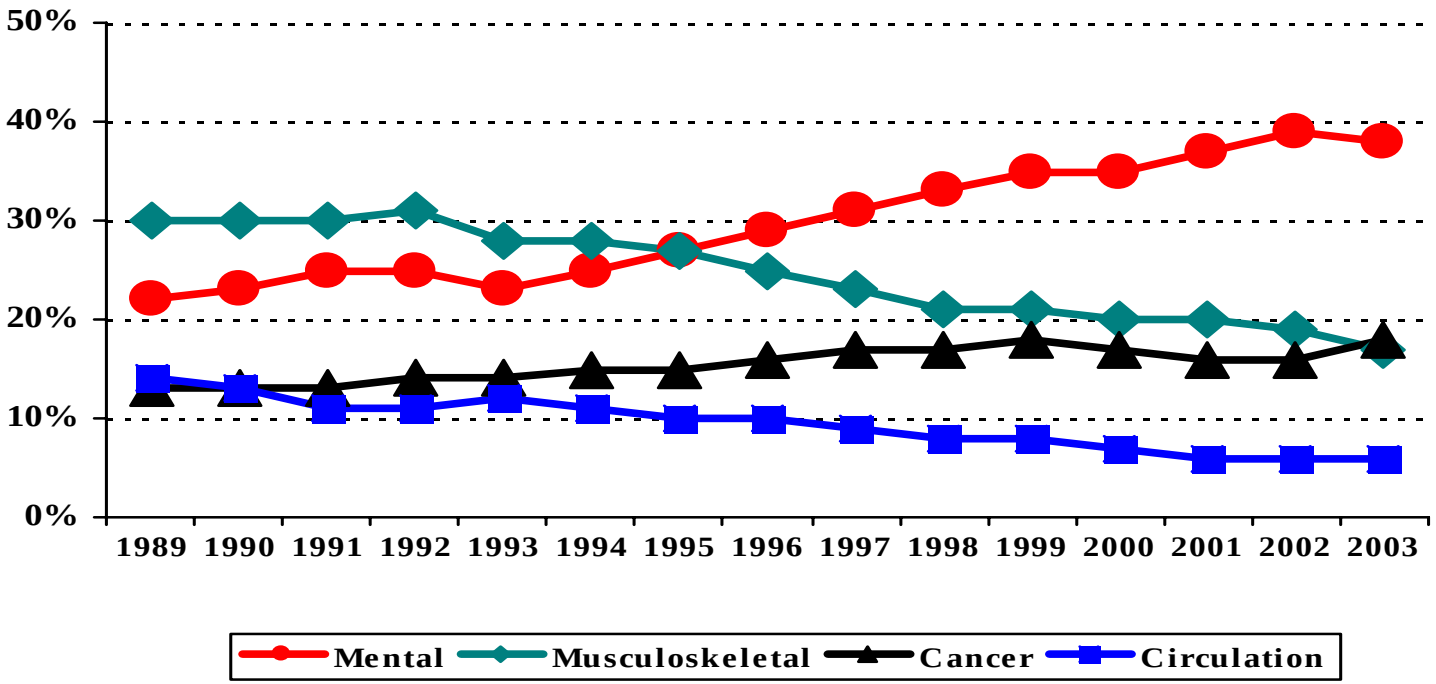
Mentaal ziekteverzuim als reden voor vroeg pensioen in Duitsland



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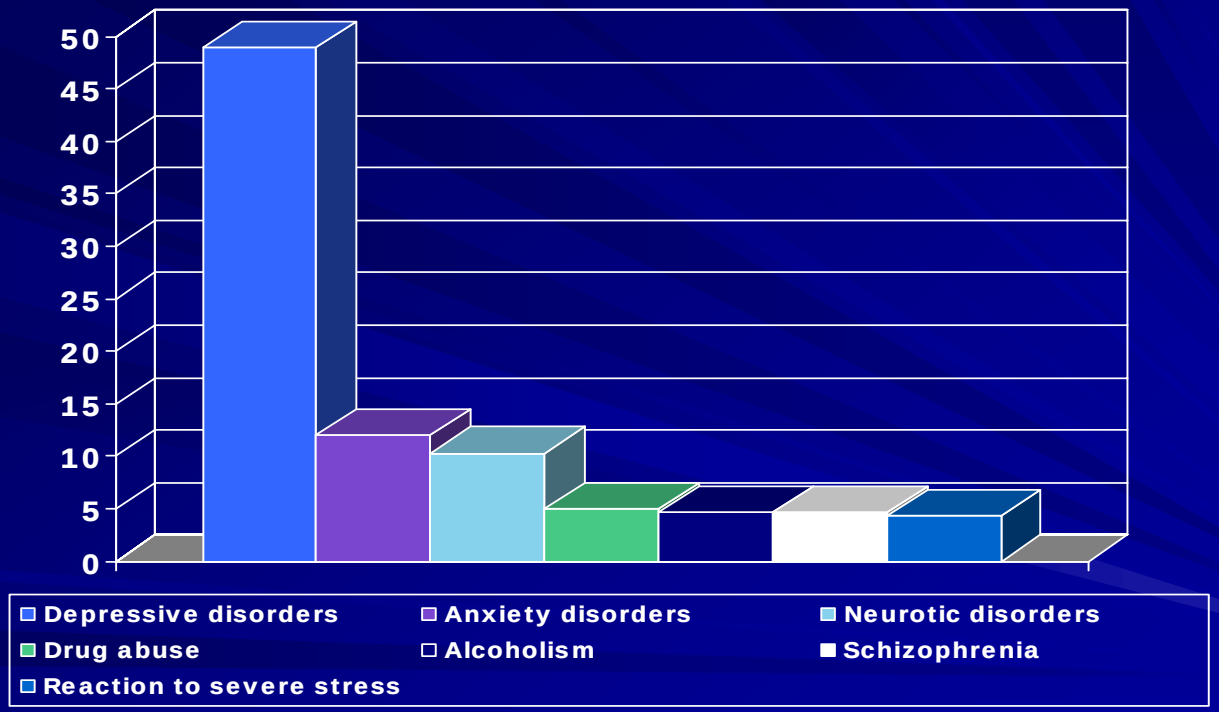
Mental Health Disorders and absence



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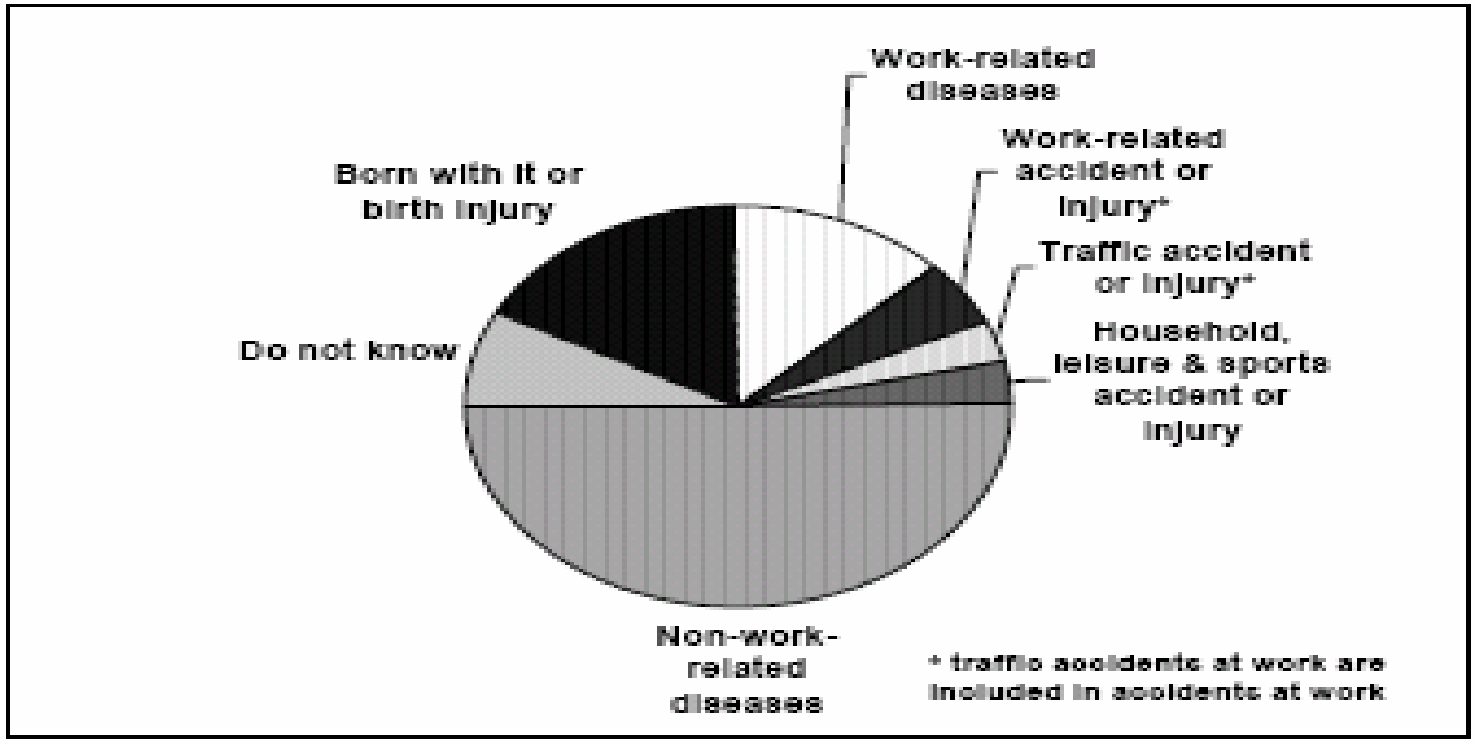
A comparison of causes of Long Standing Health Problem and Disability in the EU (*Eurostat, 2003)*



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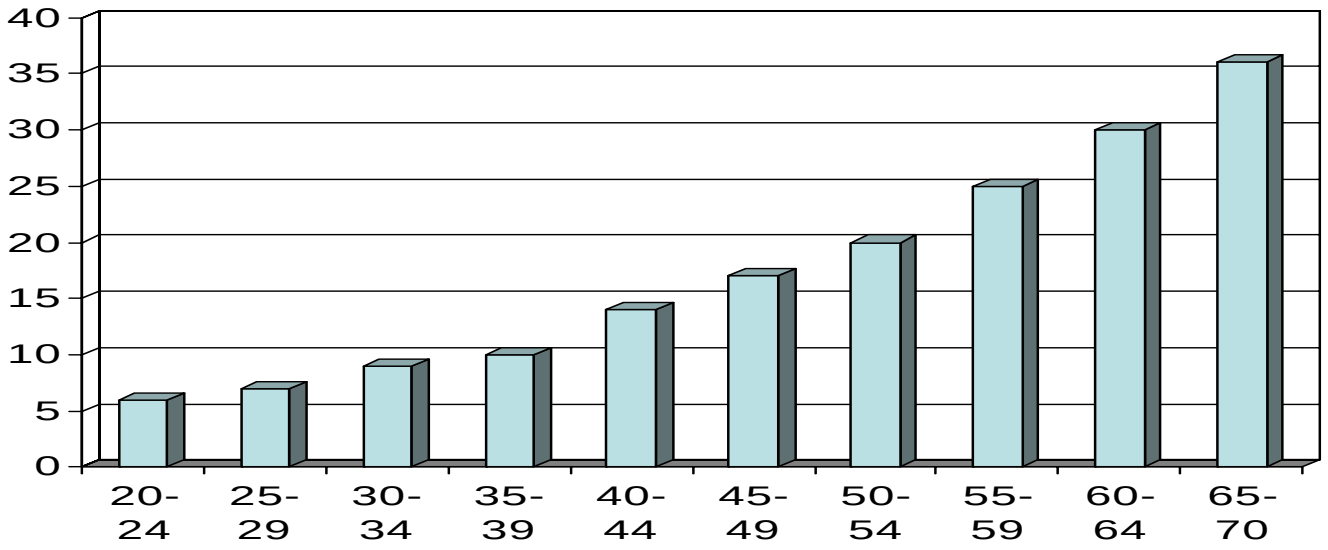
Chronisch zieken – leeftijdsgroepen in EU



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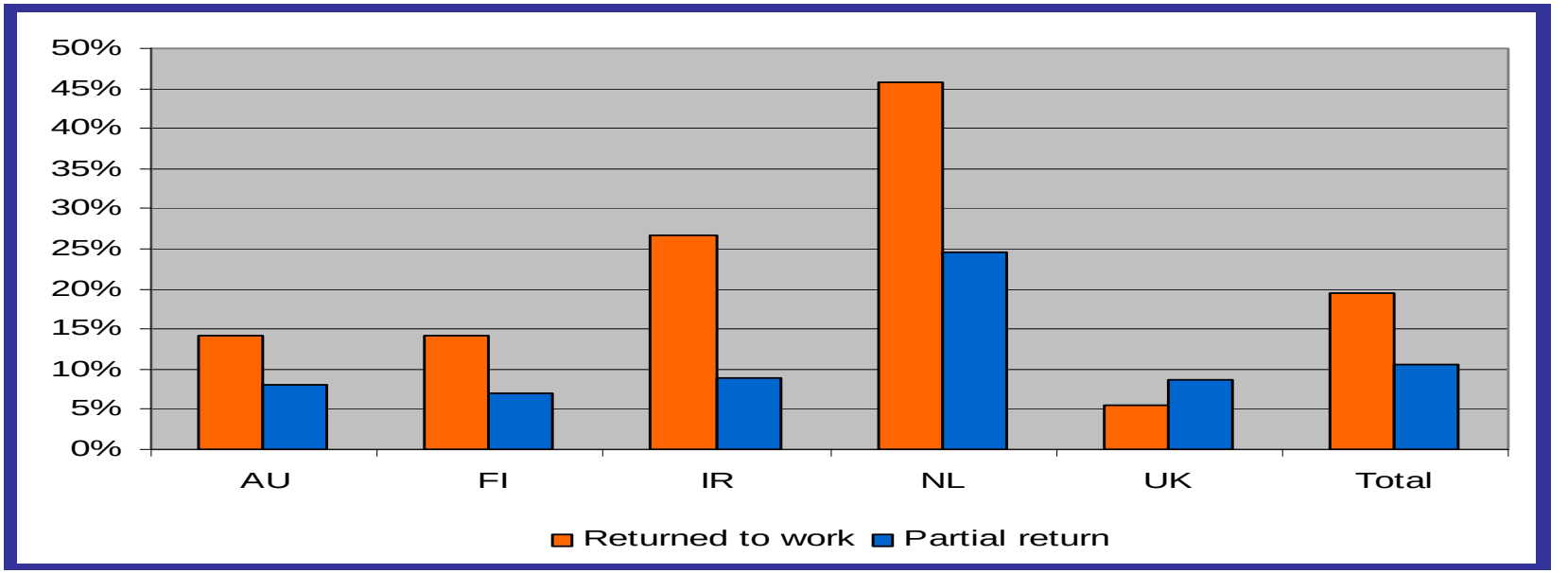
Arbeidsreintegratie kan beter! (Data from 5 EU Member States)



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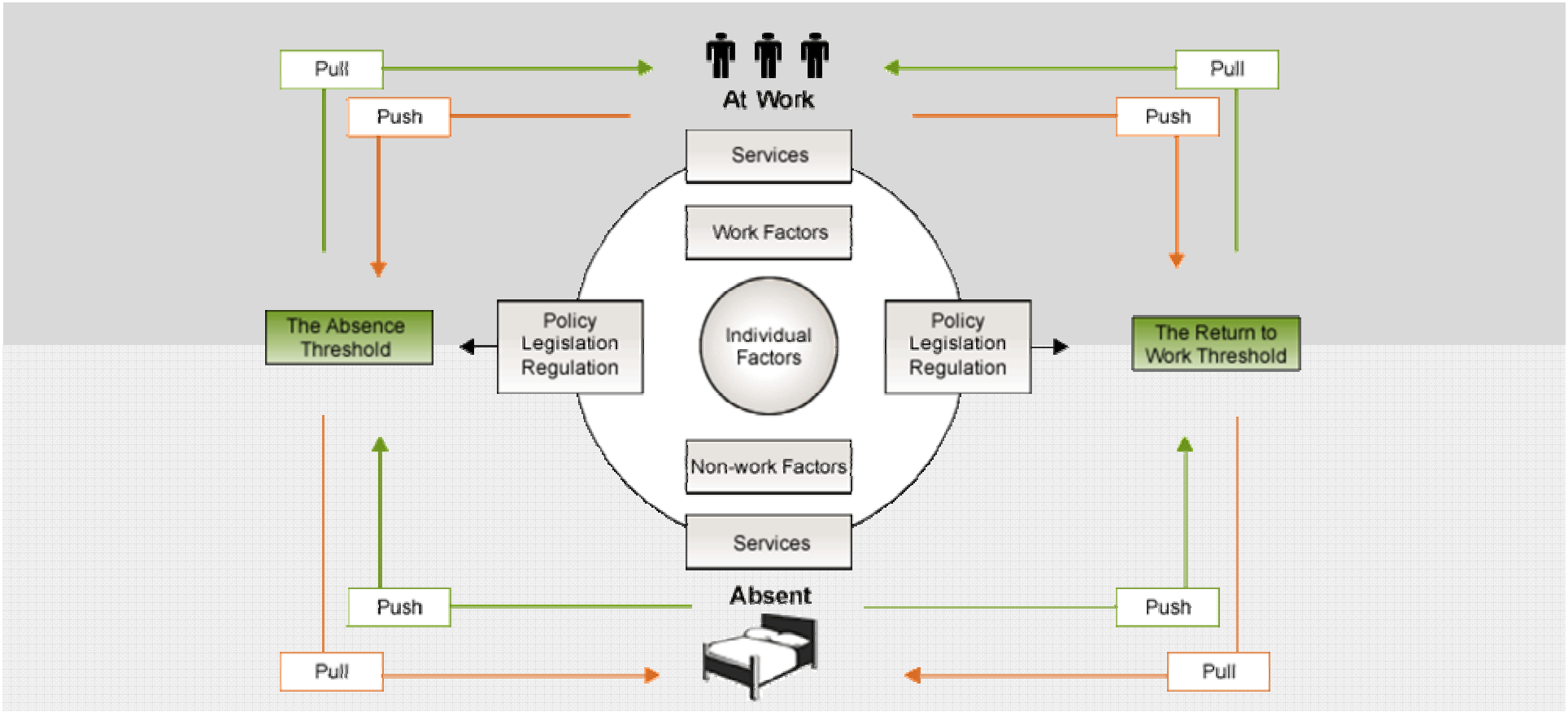
The Absence and Return to Work Thresholds



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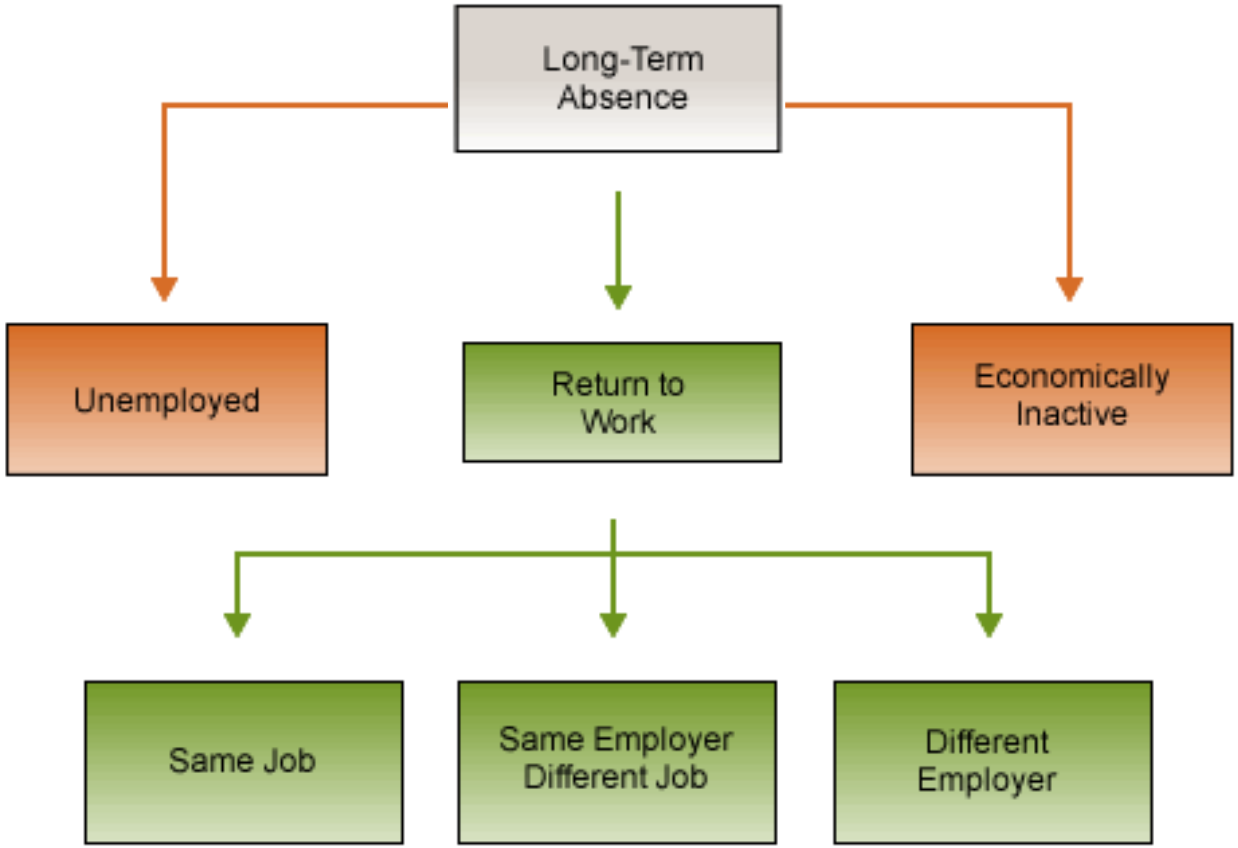
Return to Work Outcomes



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De verzuim drempel (n=2000)

- **Waarschijnlijkheid +**
  - Gezondheid
    - Fysiek
    - Mentaal
    - Co-morbiditeit
  - Traumatisch ongeval
  - Significante gebeurtenis
  - Personele problemen
  - Familie problemen
- **Waarschijnlijkheid -**
  - Laag inkomen
  - Thinking about it
  - Familie verantwoordelijkheden
  - MT verantwoordelijkheden
  - Specialisten rol
  - Niet lui over willen komen
  - Werken tijdens ziekte

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Reintegratie drempel (Stress Impact)

- **Waarschijnlijkheid +**
  - Formeel RTW System
  - Verbeterde gezondheid
  - Nodig hebben baan
  - Angst voor baan verlies
  - Verveling
  - “Need to face bully”
  - Bedrijf heeft je nodig
  - Behouden mentaal gezondheid
  - Occupational Health
  - Financiele druk
  - Werkplek ondersteuning
  - Goede communicatie
- **Reduced likelihood**
  - Ouder dan 55 jaar
  - Depressief
  - Onzekerheid baan
  - Duur ziekteverzuim
  - Laag inkomen
  - Geen formeel systeem
  - Vertraging in ziekteprocedures
  - Werk/arbeidsbelasting
  - Nieuw, niet bekende taken
  - Nieuwe conditions nodig
  - Gebrek aan accommodaties
  - Falen van herstel negatieve condities
  - Matige mentale gezondheid

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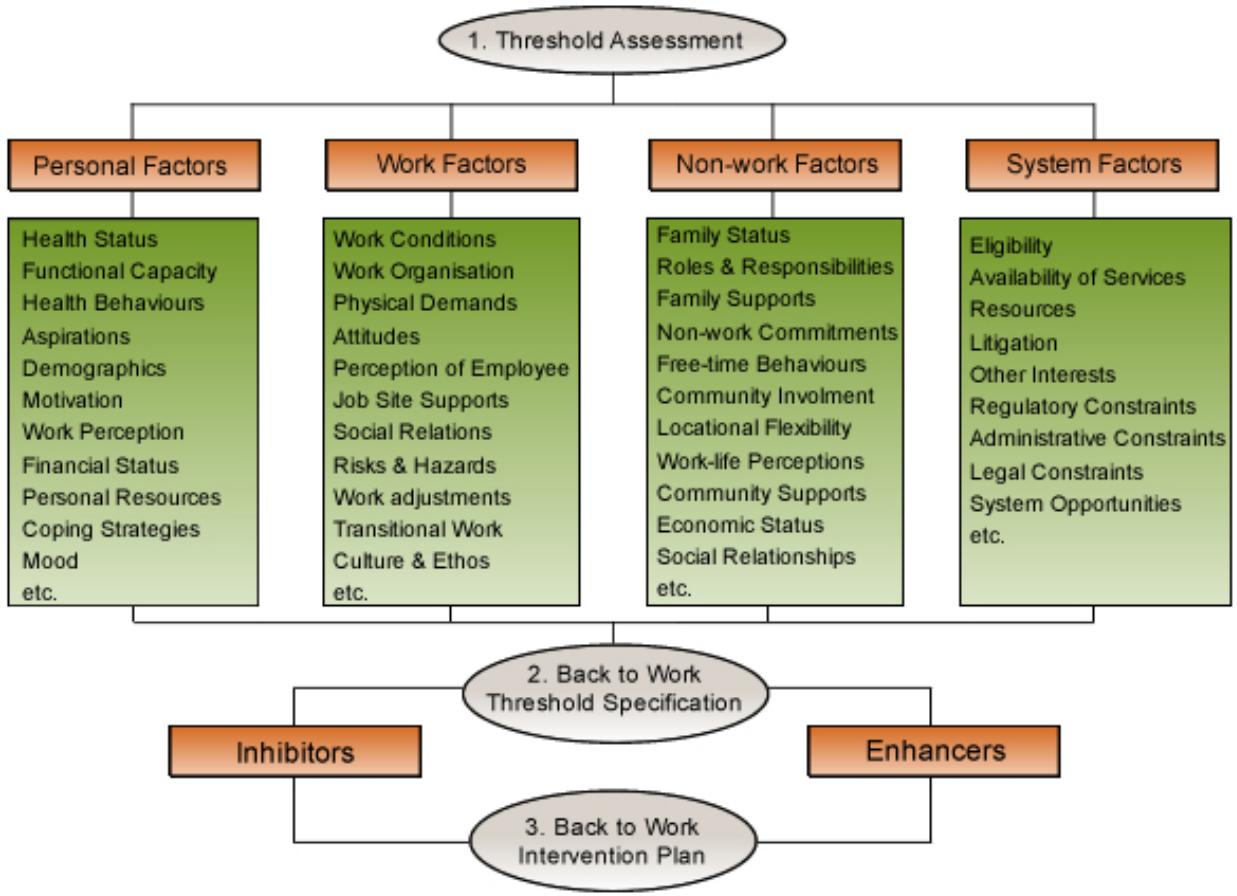

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Two examples of the Return to Work Threshold – Individual Factors

- **Alice**
- Low Back Pain (Occupational Injury)
- Female, 28 years old
- €35,000 p.a.
- Acute back strain
- No other conditions
- Smoker and Drinker
- 12 weeks
- Very enthusiastic and motivated
- Three years
- Always sees to the bright side of problems

- **Brian**
- Low Back Pain (Non-occupational)
- Male, 50 years old
- €75,000 p.a. (50% of this is performance related)
- Chronic, muscular
- Has complained of stress
- Regular walker and Golfer
- This is third episode – 12 weeks
- Is a loyal and reliable worker
- 20 years
- Can be cynical at times

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Two examples of the Return to Work Threshold – Work Factors

- **Alice**
- ICT Support Technician
- Low Control and High Support
- Flexible Hours, Team Work
- Adaptations possible
- High Stress
- Indoors
- Other people with disabilities employed
- This is a stepping stone
- Occ. Health Nurse, HR and Employee Assistance Programme
- Work life balance

- **Brian**
- Engineer
- High Control and Low Support
- Shift Work, Working alone
- No Adaptations possible
- Low Stress
- Outdoors, Wet, Cold and Uneven Ground
- No people with disabilities employed
- This is his career
- No job site supports
- High performance orientation in the company

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Two examples of the Return to Work Threshold – Non-Work Factors

- **Alice**
- Single, Living alone
- Only self to care for
- No Family Support
- Mainly Casual Social Relationships
- Rented apartment

- **Brian**
- Children
- Wife has job
- Older parents living alone needing regular visits
- Second mortgage
- Broad established network of acquaintances and friends

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Two examples of the Return to Work Threshold – Services

- **Alice**
- Written Health & Safety Policy and Staff
- On site occupational health nurse
- HR Department of 3 members of staff
- Employee and Family Assistance Programmes (EFAP)
- Health monitoring

- **Brian**
- External provider of Health & Safety Services
- Pre-employment screening only
- No HR Department
- No EFAP
- No Health Monitoring

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Two examples of the Return to Work Threshold – System Factors

- **Alice**
- No personal health insurance
- Only private services available for a fee
- Application to Labour Office for support has not been made
- Active employee support internally
- She is taking a legal case against the employer for financial compensation
- Statutory sick pay only

- **Brian**
- Health insurance and incomes protection
- All services are available free
- Job Retention Grant Available (€15,000)
- No active employee support policy
- No legal case
- 50% of salary for 6 months

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Een Europees Initiatief om re-integratie onder de aandacht te brengen

- The Re-Integrate approach is gebasseerd op:
  - 10 jaar onderzoek op Europees niveau
  - Een onderzoek onder 2000 uitgevallen werknemers in 5 Europese landen
  - Een behoefte peiling bij werkgevers
  - Een literatuur review “of good practice”

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Betrokken landen:

- Ireland
- Belgium
- Greece
- Portugal
- The Netherlands
- Norway
- Italy
- Slovenia
- Hungary
- Canada

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Re-Integrate doelen:

- Gebasseerd op internationaal onderzoek & best practice:
  - Werkgever tools om uitgevallen werknemers te reintegreren bij langdurig verzuim.
    - An e-learning course
    - A self assessment of knowledge questionnaire
    - A review of company return to work policy and practice questionnaire
    - A face to face training course.

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Re-Integrate doelen:

- Kennis delen met andere landen
- Try out de training & “assessment tools”
- Relevantie en bruikbaarheid van de tools

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Re-Integrate e-learning materials

Website Demonstration

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Reintegrate Face to Face Training for Employers - Structuur

- 1 day course (4 Sessions)
- Doelgroep HRM personeel & P&O. (and other Staff with responsibility for managing long term absence in enterprises)
- It is based on the e-learning materials

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Reintegrate Face to Face Training for Employers - Objectives

- Raise participant's awareness of the business case for intervening early to assist absent workers to return to work,
- Introduce them to good practice in managing return to work,
- Provide them with an overview of key strategies to achieve better return to work outcomes
- Introduce them to the Reintegrate website-learning environment.

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Reintegrate Face to Face Training for Employers – Course Elements

1. The drivers for more active return to work approaches by employers
2. The business case for active return to work policies and practices
3. The dynamics of absence and return to work processes
4. Introducing good return to work policy and practice into your organisation

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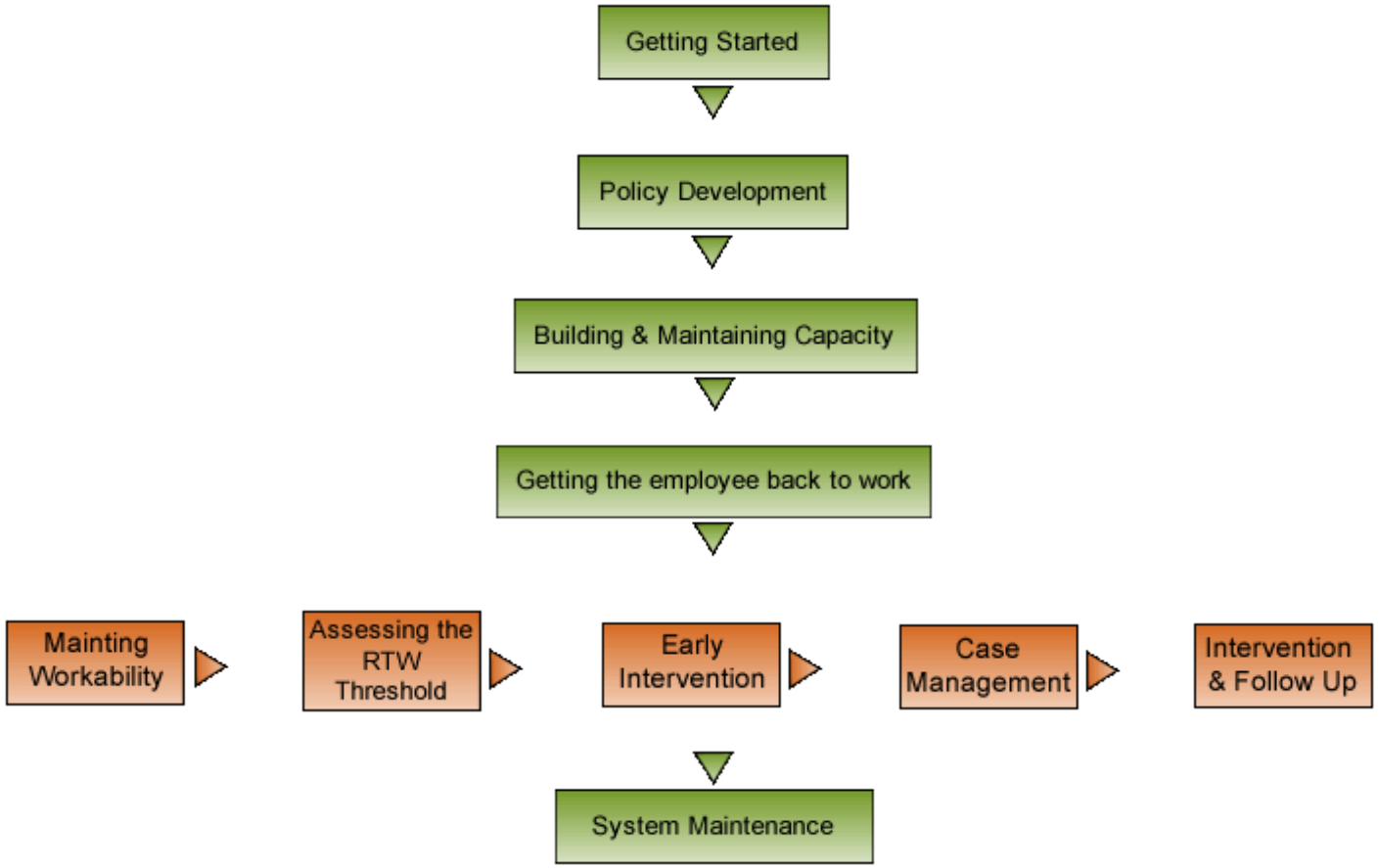

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Getting the employee back to work

Maintaining Workability → Assessing the RTW Threshold → Early Intervention → Case Management → Intervention & Follow up

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Topics for Employer Consultation

- Explore the national context for absence and return to work in this country
- Gather comments on e-learning and assessment tools
- Explore the relevance and sustainability of such tools