

# Successful rehabilitation through an integrated approach

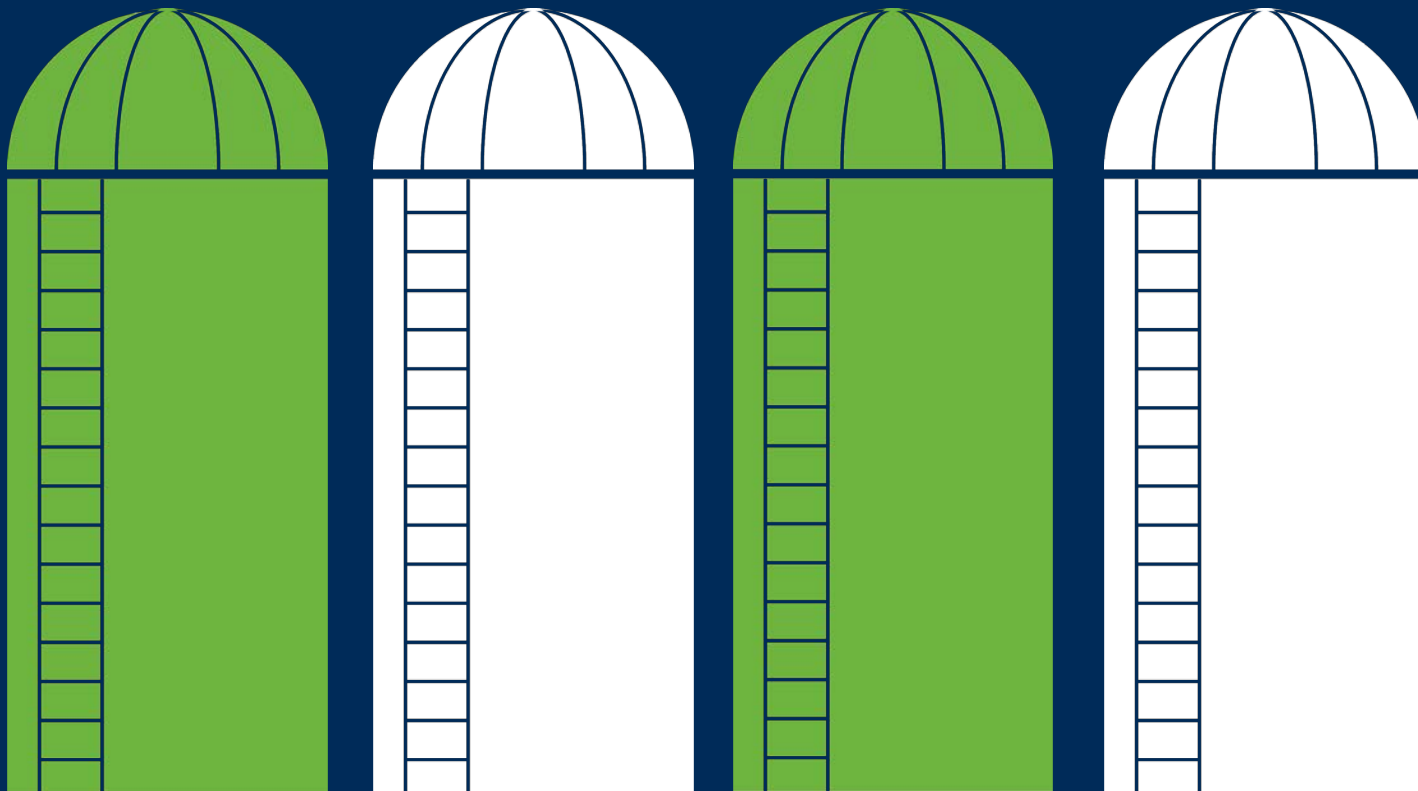
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# The integrated approach

## A utopia?

Traditional approach: siloed work



# The integrated approach

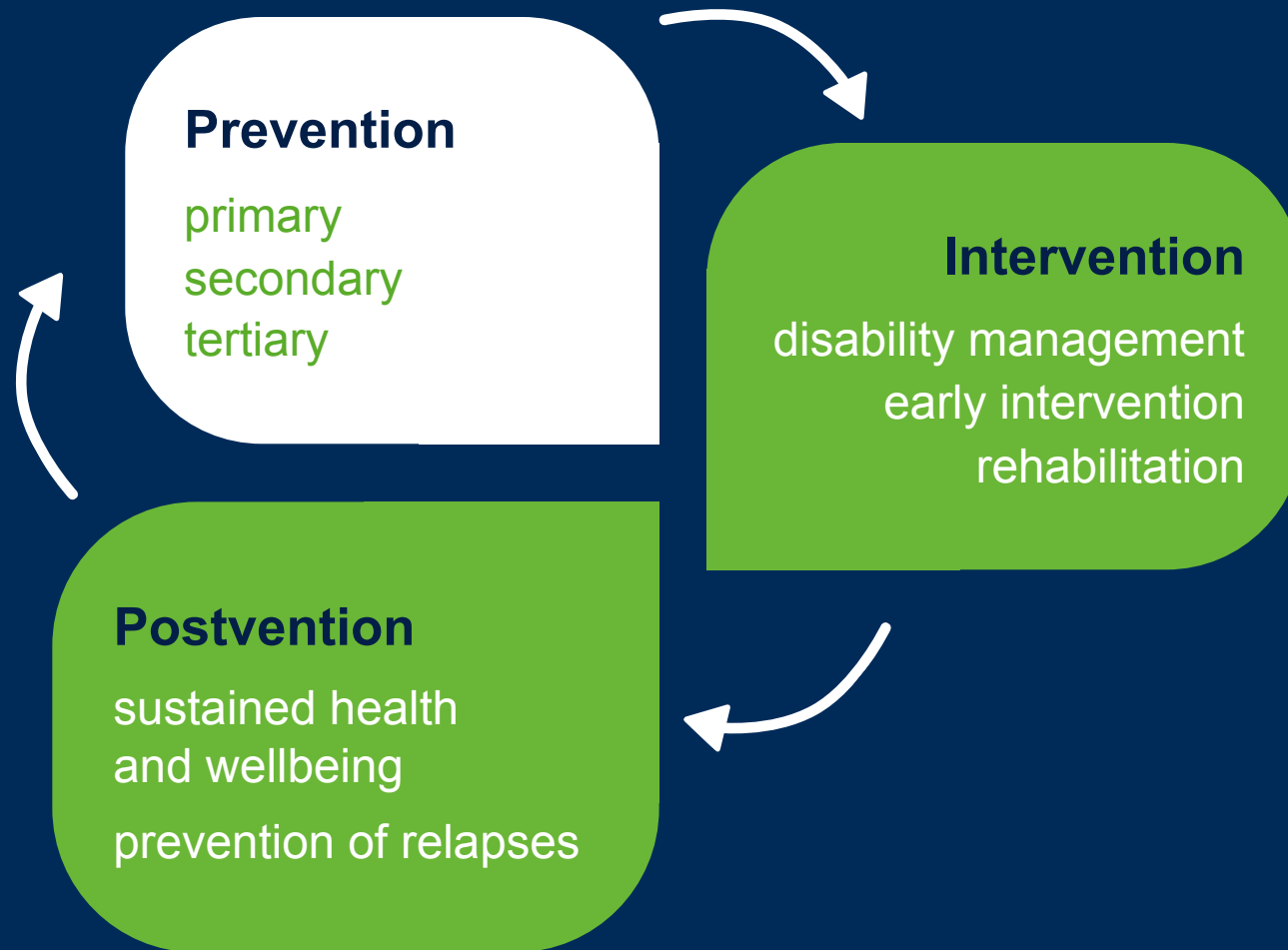
## A utopia?

Traditional approach: siloed work

- Accident / illness prevention
- Early detection
- Disability management / rehabilitation
- Relapse prevention / postvention



# The integrated approach



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# The integrated approach

Easy? No

Possible? Yes

A luxury? No, a necessity!

Requires a willingness to change  
**AND** synergy between all parties!



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# Empower employers / policyholders

## Whose responsibility is it?

- According to the International Forum on Disability Management (London, 2012), “the State must at least provide a legal framework”.
- Shared responsibility can create problems in regard to employee health and wellness, as well as occupational reintegration.
- Primary responsibility for a RTW is always the employer’s AND the insured’s. Are they ready to accept it?



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# Empower employers / policyholders

Simply a question of money?



# Empower employers / policyholders

- Lack of motivation, resistance to change and ambivalence are natural for people and organizations.
- How to change behaviour? By doing something; by taking action in a conducive environment.
- The intervention style and timing are therefore as important as the intervention itself!



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# Empower employers / policyholders

A non-prescriptive approach based on trust and on complete and convincing information stimulates intrinsic motivation!



# Empower employers / policyholders

## Indisputable advantages

- Facilitated HR management
- Better retention of qualified employees
- Continued productivity
- Reduced costs
- Substantial return on investment
- Increased communication and collaboration with partners
- Specialized professional support when required
- More creative and customized solutions
- Reduction in the number of appeals and disputes



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# Assessment of potential and likelihood of success

## Potential $\neq$ Chances of success

- RTW potential resides primarily on functional abilities and on the job requirements.
- The likelihood of success depends mostly on motivation!



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# Overcoming psychosocial barriers

## The psychosocial dimension (Aylward)

- Telling anyone anything is like trying to change the way their brain works.
- How people perceive and feel about their health problems determines how they deal with them and the impact they have.
- There is extensive clinical evidence that beliefs aggravate and perpetuate illness and disability<sup>1;2</sup>.

<sup>1</sup> Main and Spanswick, 2000. <sup>2</sup> Gatchell and Turk, 2002.



# Overcoming psychosocial barriers

## The psychosocial dimension (Aylward)

- The more subjective the condition, the more central the role of beliefs<sup>1</sup>.
- Beliefs influence:
  - Perceptions and expectations
  - Emotions and adaptation strategies
  - Motivation
  - Uncertainty

<sup>1</sup> Waddell and Aylward, 2005-2010.

# Overcoming psychosocial barriers

## Biopsychosocial (interactive) model:

a human-centred approach that considers an individual's health and overall situation.

- **Biological:** physical / mental health status
- **Psychological:** acknowledgement that personal / psychological factors influence health, illness and functionality responses
- **Social:** importance of the social context on health and wellness; pressures and limitations on behaviour and functionality
- **Cultural:** collective attitudes, beliefs and behaviours that characterize a social group over time



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# Overcoming psychosocial barriers

Understanding the person holistically and using an intervention approach best adapted to their reality.

- Communication
- Trust
- Without prejudice
- Education
- Cognitive restructuring
- Involvement



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# Reduce the number of counsellors

**How?** By better training and supporting counsellors in order to expand their knowledge and skills.

- Specialized and ongoing training on the psychosocial factors and on the relevant issues
- Understanding that more of a good thing is not necessarily better!
- Teamwork / collaboration / case discussions
- Leaving one's comfort zone and professional repositioning
- Rethinking psychosocial intervention!



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# The integrated approach

## Guaranteed time savings

- The integrated approach often prevents a work stoppage.
- When a sick leave cannot be avoided, it is almost always shortened.
  - Appointments often held earlier
  - Treatment often provided more quickly
  - Chronicity avoided
  - Psychosocial factors more easily identified and managed
  - Contact with employer maintained
  - RTW better planned and monitored
  - Post-RTW follow-ups ensure long-term success



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# Accommodate without breaking the bank!

- The *Canadian Human Rights Act* obliges employers to respond to the accessibility needs of persons with a disability, provided that it does not cause the employer undue hardship.
- A Canadian Abilities Foundation study found that the average yearly cost of accommodation is less than \$500<sup>1</sup>.

<sup>1</sup> Prost and Redmond, 2005.



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# Accommodate without breaking the bank!

## Many options available

- Changing work hours
- Modifying tasks
- Adapting workstation
- Support
- In-house or external training
- Purchasing equipment
- Etc.

Grants are sometimes available!



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# Collaborate with DM specialists

When the insurer is responsible for the initial disability period (STD)

- Proactive actions and interventions in disability management by a third party usually have a very positive direct or indirect impact on case management.
- It is important that disability management specialists adapt their interventions to suit the insurer's approach, so as to avoid duplicating services and to guarantee the best possible coordination.



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# Collaborate with DM specialists

When the insurer is not responsible for the initial disability period (STD)

- Proactive actions and interventions in disability management by a third party can replace those offered by the group insurer and prevent most of the usual obstacles to a RTW following 3 months of disability.

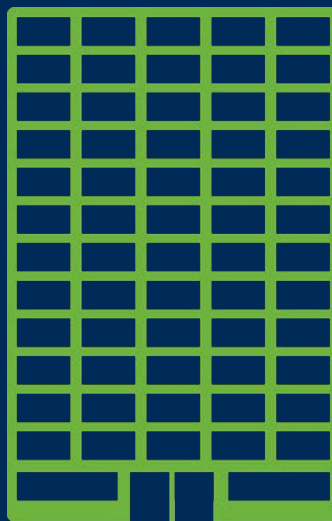


# Some Examples

- The sexual harasser
- The overweight nurse



# The integrated workplace health and wellness approach: 20 years of innovation



# THANK YOU

for your attention



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