

**Human Resources 101**  
**Module 6: Health, Wellness, & Disability Management**

University of California  
San Francisco

**UCSF**

Human Resources Training Series  
HR Development & Training

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**Human Resources Series**

1. HR's Strategic Role
2. Effective Recruitment & Selection Techniques
3. Benefits
4. Labor & Employee Relations
5. Compensation Fundamentals
6. **Health, Wellness, & Disability Management**
7. HR Development

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**AGENDA**

Health, Wellness, & Disability Management

- Overview: The Legal Framework
- Primary Initiatives
- Secondary Initiatives
- Tertiary Initiatives

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### Legal Framework: Federal, State, Organizational

AREA	FEDERAL LAW	STATE LAW
1. SAFETY	OSHA	CA OSHA, W/C
2. MED LEAVE	FMLA	CFRA and PDL
3. DISABILITY	ADA & VRA	FEHA

**ORGANIZATIONAL**

UC Policies, Guidelines, Personnel Manuals  
UC Labor Contract Provisions

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### Legislation: OSHA

- Purpose: Protects Health & Safety
- Applies to: Work & Workplace
- Key Provisions:
  - Safety standards, inspections, citations
  - Posters, signs, labeling, ...
  - Injury & Illness recordkeeping
  - Injury & Illness Prevention Program (IIPP)

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### Legislation: Workers' Compensation

- Purpose: Reduce Socio-Economic Cost of I&I
- Applies to: Work-Related Injury or Illness
- Key Provisions:
  - Notice to Employees
    - Time of Hire Pamphlet
    - Poster
    - DWC Form 1
  - Reporting of Injuries
    - Insurer, OSHA, DLS
  - Benefits
    - Medical treatment, income replacement
    - Assistance in Return to Work/Employment

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Legislation: FMLA, CFRA, PDL



- Purpose: Support Family Medical Needs
- Applies to: Pregnancy, birth, adoption, care for a family member, or own serious health condition.
- Key Provisions:
  - Periods of unpaid leave
  - Continuation of employer health benefits
  - Return to same or similar position

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Legislation: ADA, VRA, FEHA



- Purpose: Provide Access to Employment
- Applies to: Persons with Disabilities
- Key Provisions:
  - Reasonable Accommodation
  - Interactive Process

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UC: Policies, Provisions, Guidelines, Initiatives

UC System-Wide and UCSF



- Personnel Manuals
- Collective Bargaining Agreements
- Campus and System-Wide Policies
- Principles of Community at UCSF
- Supportive Work Environment Initiatives
- Zero Tolerance Policy on Workplace Violence

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### DMS Three-Tiered Model

- **Primary Initiatives**
  - Promote Wellness
  - Practice Safety to prevent Injury and Illness
- **Secondary Initiatives**
  - If injury or illness occur:
    - Intervene early
    - Prevent disability
- **Tertiary Initiatives**
  - If disability occurs:
    - Manage the disability

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### PRIMARY INITIATIVES

Health, Wellness  
&  
Safety

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### Primary Initiatives

Promote Wellness.  
Practice Safety.  
Prevent Injury and Illness.

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**Primary Initiatives**  
**Health, Wellness, & Safety in the Workplace**

- **The Why**
- **Health & Wellness**
  - Definition & Dimensions of Health & Wellness
  - Supportive Work Environment initiatives
  - Wellness lecture series
  - Supervisor Training
- **Safety**
  - Risk Control
  - Ergonomics
  - Recommendations
  - UCSF Resources

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**The Why**

- **Why promote Health & Wellness, and why practice Safety & Prevention?**
  - legal compliance (employer duties)
  - reduced risk of fines, penalties, & litigation
  - better employee morale
  - increased productivity
  - fewer absence days
  - fewer & less severe injuries
  - quicker & better medical recovery
  - decreased claims costs and premiums

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**Health & Wellness: Definition & Dimensions**

- **Definition & Dimensions of Health & Wellness**
  - Wellness is the proactive process whereby one becomes conscious of, and makes choices to promote, a healthier lifestyle and more balanced, productive existence.
  - Wellness is multidimensional. A popular model adopted by many university, corporate, and public health programs encompasses 6 dimensions:
    - Social: contribution to the common welfare of one's community
    - Occupational: finding life satisfaction through one's work
    - Spiritual: seeking meaning and purpose in human existence
    - Physical: fitness & flexibility through exercise & nutrition
    - Intellectual: pursuit of knowledge, creativity, mental stimulation
    - Emotional: consciousness, acceptance & management of one's feelings and motivations

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### Supportive Work Environment: Goals

- Goals:
  - support the initiative of employees
  - support diversity of people and ideas
  - solicit and listen to their opinions
  - instruct employees in the culture, ethics, and history of the institution
  - welcome change
  - value and reward employee contributions
  - encourage employees' professional development
  - treat employees fairly and equitably
  - provide a safe, healthy, and comfortable work environment
  - provide employees with the basic tools to perform their jobs adequately

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### Supportive Work Environment: Initiatives

Alternative Scheduling: Flextime and Job Sharing	Alternative Work Location: Telecommuting
Code of Ethics	Principles of Community
Education and Training: Developmental Leave up to 40 hours	Education and Training: Skills Development
Conflict Management (mediation)	Facilitator Program
New Employee Welcome and Orientation Program	Staff Appreciation Programs

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### Health & Wellness: Lecture Series

- Wellness lecture series: to provide UCSF employees with informative, interesting, and useful lunchtime seminars on wellness-related topics, e.g.:
  - Mindfulness
  - Anger Management
  - Coping with Depression
  - Organizing your Life
  - Money & Emotion
  - Overcoming Communication Problems
  - Emotional Intelligence
  - Transforming Perfectionism
  - Handling the Holidays

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### Health & Wellness: Supervisor Training

- Instruction for Supervisors: to educate and train supervisors on a variety of topics related to promoting employee well-being and safety, e.g.:
  - Dealing with Diversity
  - Change Management
  - Stress Management
  - Psychological impact of Layoffs
  - Violence in the Workplace
  - Handling Substance Abuse in the Workplace

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### Class Break

END: Health & Wellness

**BREAK**  
10 minutes

NEXT: Safety

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### SAFETY

Safe and Healthful work and work environment are:

- an employer duty
- an employee right

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## SAFETY: Safe & Healthful

CA Labor Code § 6400 (a)

“**safe and healthful**” employment and place of employment.

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## SAFETY: Implementation

CA Labor Code § 6401

- Use **safety devices** and safeguards
- Adopt and use **practices, means, methods, operations, and processes**
- Do every other thing reasonably necessary

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## SAFETY: IIPP

CA Labor Code § 6401.7

“Every employer shall establish, implement, and maintain an effective **injury prevention program**. The program shall be written ...”

See the EH&S web site for Campus IIPP and implementation guidance for your department.

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**SAFETY: EH&S Safety Advisor Program**

- EH&S assigns each Campus department a Department Safety Advisor (DSA), who provides:
  - information, training, technical expertise, and interpretation of regulatory requirements.
- The Medical Center also has safety personnel.

See the EH&S web site to look up your DSA.

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**SAFETY: RISK CONTROL**

**RISK CONTROL MODEL**

- Definition
- Cycle
- Techniques
- Implementation
- Monitoring & Improvement
- Recommendations

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**Risk Control: Definition**

**RISK CONTROL IS:**  
Any conscious action that reduces the *frequency, severity, or unpredictability* of accidental losses.

- Wellness is a form of Risk Control.
- Safety is a form of Risk Control.

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**Risk Control: Cycle**

- Step 1: Identify Hazards
- Step 2: Choose Best Control Techniques
- Step 3: Implement Chosen Techniques
- Step 4: Monitor
- Step 5: Review & Improve

Then return to Step 1.

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**Cycle Step 1: Identify Hazards**

- To Identify Past Hazards and Forecast Likely Accidents: Use Historical Data
  - Frequency, Severity, & Trends
    - e.g. more back injuries each year
    - e.g. more severe back injuries each year
  - Mechanics of Accident
    - e.g. Behavioral Hazards (lifting, bending, ...)
    - e.g. Physical Hazards (door, water on floor, ...)
- To Identify Hazards not Reflected in Historical Data: Use Accident Causation Theories

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**Cycle Step 1: Accident Causation**

Causation Theories & Approaches

- A Six-Faceted Prism for Viewing the Workplace:
  1. Domino Theory
  2. General Methods of Control
  3. Energy Release Theory
  4. Operations Review
  5. System Safety
  6. Crisis Management

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### Cycle Step 2: Choose Best Techniques



- Analyze workplace safety using the six causation theories.
- Choose the best techniques and tools from among them.

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### Techniques: Domino Theory



- Cause: Individual Factors →  
Unsafe Act →  
Accident →  
Injury
- Safety Techniques:
  - educate employees
    - importance of communication
  - train employees

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### Techniques: General Methods of Control



- Cause: Unsafe Physical Conditions
- Safety Techniques:
  - conduct safety inspections
  - train & educate employees
  - provide personal protective equipment
  - substitute less harmful materials
  - change or alter a process
  - maintain good housekeeping
  - for specific hazards, use special methods
  - implement medical programs to monitor toxic intake

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### Techniques: Energy Release Theory



- Cause: Release of Uncontrolled Energy
- Safety Techniques:
  - prevent build-up of energy
  - reduce the amount of built-up energy
  - prevent release of built-up energy
  - modify rate or distribution of released energy
  - separate path of energy from susceptible employees
  - place barrier between energy & employees
  - modify contact surface or basic structure
  - strengthen susceptible structure
  - move rapidly to detect damage and counter spread
  - take long-term action to reduce further damage

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### Techniques: Operations Review Approach



- Cause: Poor Management of Safety
- Safety Techniques:
  - thorough training & instruction
  - clear processes, rules, goals, responsibilities
  - good cooperation
  - good workplace layout and arrangement
  - reduced disorder, clutter
  - good maintenance of tools & equipment
  - unsafe acts are observed & corrected

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### Techniques: System Safety Approach



- Cause: System Component Malfunction
- Safety Analysis Techniques:
  - Job Safety Analysis (JSA)
  - Change Analysis
  - Cost/Benefit Analysis
  - Other System Analysis Techniques

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### Techniques: Crisis Management Approach



- Cause: Poor Crisis Management
- Safety Techniques:
  - Emergency Response Plan
    - Pre-event *planning*
    - Post-event *response*

**Crisis:** A turning point at which actions or events *significantly shape the future.*

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### Cycle Step 3: Implement Techniques



- Implement the Chosen Techniques
  - Decide on measures
    - Frequency, Severity
    - Nature, Agent
  - Gather baseline data for measures
    - Historical Data
  - Choose time period for implementation
    - Initiation Date
    - Review Date

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### Cycle Step 4: Monitor Implementation



- Periodically
  - check that implementation is on course
  - make “course adjustments” as necessary

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### Cycle Step 5: Review & Improve

- On Review Date
  - Gather data for measures
  - Compare to baseline data
  - Analyze for changes in Frequency, Severity, or Predictability.
- Improve
  - Begin the cycle anew

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### Safety: Ergonomics

- Before Injury (department cost)
  - Computer Workstation CD-ROM
  - Ergo Evaluation: by EH&S
- After Injury (WC program cost)
  - Ergo Evaluation: by Faculty Practice PT
- After Ergo Evaluation Report
  - Department implements changes
  - Department purchases equipment

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### Safety: Recommendations

- Post OSHA, W/C, and safety posters
- Follow the UCSF Injury & Illness Prevention Program
- Have a written Crisis Management Plan
- Create a "culture of safety"
- Encourage employees to report hazards
- Make safety a standing agenda item at staff meetings
- Participate on your department's safety committee
- Arrange safety training for all staff
- Provide Personal Protective Equipment (PPE)
- Prepare Standard Operating Procedures (SOP) that address task-specific hazards
- Know your EH&S Department Safety Advisor
- Follow the Risk Control cycle

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**Safety: Organizational Resources**

- Historical Accident Data: HR DMS
- Safety Training: EH&S



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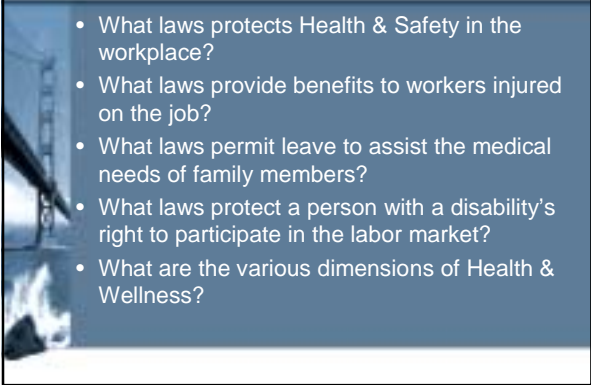
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**Discussion Points**

- What laws protect Health & Safety in the workplace?
- What laws provide benefits to workers injured on the job?
- What laws permit leave to assist the medical needs of family members?
- What laws protect a person with a disability's right to participate in the labor market?
- What are the various dimensions of Health & Wellness?



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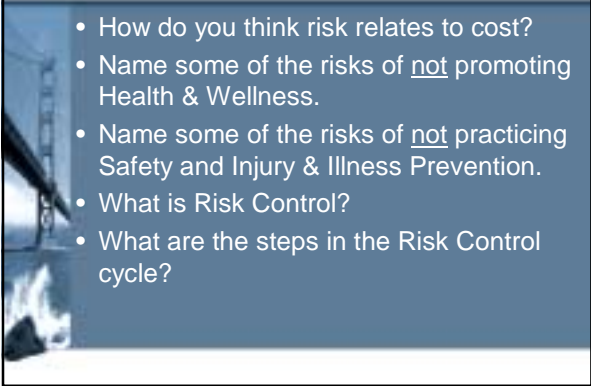
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**Discussion Points**

- How do you think risk relates to cost?
- Name some of the risks of not promoting Health & Wellness.
- Name some of the risks of not practicing Safety and Injury & Illness Prevention.
- What is Risk Control?
- What are the steps in the Risk Control cycle?



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**Discussion Points**

- What are some of the actions you can take to create a safe and healthful work environment?



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**Class Break**

END: Illness & Injury Prevention

**BREAK**  
10 minutes

NEXT: Disability Prevention



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**SECONDARY INITIATIVES**

Early Intervention  
&  
Disability Prevention



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## Secondary Initiatives



When Health, Wellness & Safety have failed to prevent injury or illness:

**Prevent Disability**

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### Secondary Initiatives

#### Early Intervention & Disability Prevention



- **Early Interventions**
  - FSAP counseling
  - Threat Management Team interventions
  - Physician Well-Being interventions
- **Disability Prevention (Return to Work)**
  - Psychological Fitness-for-Duty evals
  - Return to Work contracts
  - Injury and illness
  - Transitional Work
  - Benefits

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### Early Interventions: FSAP Counseling

#### FSAP Individual Counseling



- **Services**
  - Assessment
  - Referrals (internal & external)
  - Brief Counseling
  - Crisis Intervention
  - Case Management
- **Features**
  - No Cost
  - Confidential
  - Voluntary
  - Short-term

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### Early Interventions: Threat Management



- Threat Management Team interventions
  - To prevent and/or minimize risk and impact of workplace violence at UCSF
  - Mandate: Zero Tolerance Policy on Workplace Violence
  - Multidisciplinary approach to Threat Management (FSAP, UCPD/Security, L/ER, Legal)
  - Deliberative & Advisory rather than Executive (investigations & actions carried out by members)
  - Rapid response to critical incidents combined with Long-term monitoring and follow-up

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### Early Interventions: Physician Well-Being



- Physician Well-Being interventions
  - Ensuring patient safety while working to preserve viability and medical career of physicians
  - Enforcing UCSF Substance Abuse Policy while diverting physicians to proper treatment
  - FSAP role on PWB Committee:
    - To assess, refer and monitor physicians with Substance Abuse problems
    - To arrange Fitness for Duty Evaluations
    - To create appropriate Return to Work Agreements
    - To provide case management through coordination with PWBC, Medical Staff Office, Academic Affairs, treatment providers, and State Diversion Program

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### Disability Prevention: Psychological Cases



- Psychological Fitness-for-Duty evaluations
  - Applies to all employees relieved of duty (through Leave or Suspension), because of Substance Abuse or Mental Health problems.
  - Determines employee readiness to return to work, providing reciprocal safeguards for employee and UCSF as employer
  - FSAP role: to perform initial assessment, arrange and refer employee to outside mental health professional (psychiatrist or clinical psychologist), and to disseminate Evaluation Report to appropriate parties while maintaining confidentiality

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### Disability Prevention: Psychological Cases



- Return to Work Agreements
  - Applies to cases where employee has been placed on Leave due to violations of UCSF policies (e.g., Substance Abuse, Zero Tolerance), or has had fitness for duty called into question for mental health reasons
  - Return to Work Agreements provide the framework and standards of conduct and performance under which employee is permitted to re-enter workplace and retain employment
  - Incorporates recommendations from Fitness for Duty Evaluations, treatment providers, FSAP, Labor Relations, and employee's department
  - Typically run for term of one year, with option to extend in six month increments, unless violation of terms justify termination
  - FSAP drafts Agreement in consultation with L/ER, and provides case management for term of Agreement

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### Early Interventions: Injury & Illness



- Immediate medical care
  - Refer to Employee Health Services
- Rapid report of injury
  - Fill out SRI form within 24 hours
- Rapid provision of benefits where due
  - Initiate W/C Payroll Procedures
  - Coordinate with B&FP & Campus Payroll
- Positive rapport with injured employee

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### Disability Prevention: Transitional Work



What is Transitional Work?

- Modified or Alternative work in dept
- During medical recovery phase
- Short-Term: 30 to 60 days duration
- Details formalized in written plan
- See Manager's Toolkit on HR web site

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### Transitional Work: Why Provide?

- Positive impact on EE's financial health
- Positive impact on EE's medical recovery
- Positive impact on department's morale
- Preserves department's productivity
- Dept retains experienced employee
- Dept avoids costs of:
  - Temp. employee training & pay
  - Decrease in co-worker morale
  - SL, VL, ESL
- Dept reduces legal risk
- Is a form of Reasonable Accommodation
- Documents accommodation attempt

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### Disability Prevention: Benefits

- **Non-Occupational**
  - Short-Term Disability
  - Supplemental Disability
  - Stay-At-Work/Return-To-Work
  - UCRP Disability Income
- **Occupational (Workers' Compensation)**
  - Temporary Disability (TD)
  - UC Benefits Supplementing TD
    - SL, VL, ESL
    - Supplemental Disability
    - Stay-At-Work/Return-To-Work
  - UCRP Disability Income

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### Discussion Points

FSAP ASSISTANCE

- **Employee:** Describe a situation in which you would refer an employee to FSAP for assistance.
- **Department:** Describe a situation in which you would contact FSAP to request assistance for your department.

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**Discussion Points**

REPORT OF INJURY OR ILLNESS

- An employee tells you that they were injured while at work. What actions do you take?
- An employee tells you that they were injured while away from work. What actions do you take?

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**Discussion Points**

PHYSICAL WORK RESTRICTIONS

An employee returns from the doctor with a release to modified work duties.

- **Short-Term:** The restrictions are temporary.
  - HOW CAN YOU PREVENT DISABILITY?
- **Long-Term:** The restrictions are permanent.
  - HOW CAN YOU PREVENT DISABILITY?

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**Discussion Points**

BENEFITS OF TRANSITIONAL WORK

- **Employee:** How does the employee benefit from your provision of Transitional Work?
- **Co-Workers:** How do co-workers benefit from your provision of Transitional Work?
- **Budget:** How does your budget benefit from your provision of Transitional Work?
- **University:** How does the University as a whole benefit from your provision of Transitional Work?

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**Discussion Points**

MENTAL HEALTH

An employee is on leave due to Mental Health problems.

- Describe a situation in which FSAP might arrange a Fitness-For-Duty evaluation?
- Describe a situation in which FSAP might draft a Return-To-Work Agreement?

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**Class Break**

END: Disability Prevention

**BREAK**

10 minutes

NEXT: Disability Management

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**TERTIARY INITIATIVES**

Disability Management

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**Tertiary Initiatives**

When early intervention has failed to prevent disability:

**Manage the Disability**



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**Tertiary Initiatives**  
**Disability Management**

- Reasonable Accommodation
- The Interactive Process
- Case Management and the IP
  - Physical Disability case
  - Psychological Disability cases (RTW) (chemical dependency & mental health)



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**Reasonable Accommodation: Definition**

**REASONABLE ACCOMMODATION**

Enables the employee to perform the essential functions of the job.



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**Interactive Process: Definition**

**INTERACTIVE PROCESS**

A **dialogue** between the employer and the disabled individual to find a **reasonable accommodation**.

- Qualities of the Interactive Process:
  - Mutual search for an accommodation
  - Mutual responsibility to communicate
  - Mutual responsibility to participate
  - Flexible
  - Conducted in good-faith

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**Case Management and the Interactive Process**  
**PHYSICAL DISABILITY CASES**

**HOW DMS FACILITATES THE INTERACTIVE PROCESS**

- Dialogues with supervisor and employee.
- Communicates with medical provider.
- Determines essential functions of the job.
- Determines essential functions impacted.
- Identifies potential accommodations.
- Researches other accommodation options.
- Facilitates accommodation decisions.
- Assess legal risks and advises.

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**Reasonable Accommodation: Concentric Rings**

- Short-Term
  - Transitional Work Plans
- Long-Term
  - Return-To-Work Review
    - Modified Job (same job)
    - Alternate Job (same department)
    - Special Selection (same employer: UCSF)

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**Medical Separation**

- Occurs when the interactive process fails to find a reasonable accommodation for the employee's disability.
- Re-Employment Assistance
  - For 1 year after Medical Separation
  - For 3 years after UCRP Disability Income

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**Case Management & the Interactive Process  
PSYCHOLOGICAL RTW CASES**

- Chemical Dependency & Mental illness
  - Applies to all cases where employees have re-entered UCSF workforce under a Return to Work Agreement
  - In addition to specific provisions regarding treatment and compliance with UCSF and departmental policies, all Agreements include requirement for monthly Case Management sessions at FSAP
  - Purpose of Case Management:
    - Monitor compliance
    - Provide support for employee (counseling, referrals, etc.)
    - Coordinate among key parties (employee, supervisor, Labor Relations analyst, treatment providers)

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**Discussion Points**

- Reasonable Accommodation
  - What is an accommodation?
  - What makes an accommodation reasonable?
  - What makes an accommodation not reasonable?

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**Discussion Points**

Reasonable Accommodation Example

Three employees have partial hearing loss:

- a receptionist
- a teacher
- a computer programmer

- For each employee, what might be a reasonable accommodation?
- What might not be a reasonable accommodation?

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**Discussion Points**

- The Interactive Process
  - What makes the process "interactive"?
  - Describe a non-interactive process.

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**Discussion Points**

Psychological Return-To-Work Cases

- Under a Return-To-Work Agreement, how often does FSAP conduct Case Management sessions?

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