

Injury Schemes Seminar

Balancing Outcomes

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Resilience in the RTW Context

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*This presentation has been prepared for the Actuaries Institute 2013 Injury Schemes Seminar.
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Objectives of the session

Context: Australian employers and employees are required to negotiate 'people' risk everyday.

- ▶ Psychological Injury as a framework
- ▶ Individual Resilience
- ▶ Organisational Risk
- ▶ Organisational Resilience as a remedy to risk
- ▶ A resilience response for early intervention or claims management

Psychological Injury

Psychological Injury

- ▶ Circumstance where one's normal cognitive, behavioural or emotional functioning is overwhelmed by demands. Normative and effective strategies for self regulation become overwhelmed and prove less effective.



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Psych Injury Framework

One example Depression:

- ▶ 1in5 adults and 1in4 adolescents have experienced a diagnosable illness in the last 12 months
- ▶ 6.7% of Australian Employees suffer from a diagnosable Clinical level of depression each year;
- ▶ 65% of these employees don't disclose or seek treatment but do become involved in complicated conflict, performance or attendance issues;
- ▶ Statistically the duration of influence for those who went on claim was longer than those who did not (systemic reinforcement).
- ▶ Undiagnosed Depression accounts for **\$4.3 billion dollars** or **12 million days** in lost productivity. (*Exclusive of the costs of compensable claims such as workers compensation or income protection*).

It Starts with 'Stuff'

Competency & Mastery

Interpersonal Interaction

Fatigue

Agency & Environment

Spirituality

Sleep Hygiene

Family of origin issues

Support Structures

Self Concept

Financial Pressure

Lifespan issues

Substance Overuse

Parenting Pressures

Self Esteem

Early Attachment

Intimacy issues

Goals & Aspirations

Grief & Loss

Performance

Health & Wellbeing Issues

Relationship Stressors

Self defeat

Connection to Community

Hopeless & Helpless



The Hypothesis of “stuff”

h1: ‘Stuff’ is Normative

Stuff ^{Stuff} x Psychosocial resources = I AM O.K

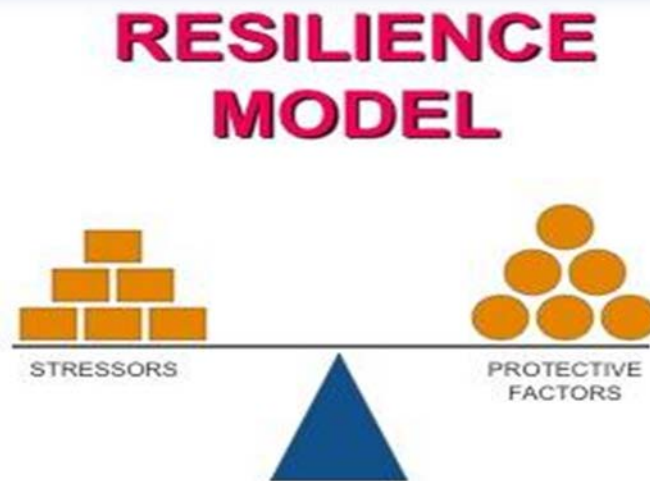
Or

h2: ‘Stuff’ becomes a Risk

Stuff ^{Stuff} X Psychosocial resources = I AM NOT O.K

'I am OK': Individual Resilience

- ▶ A dynamic process that allows individuals to exhibit positive psychological, behavioural and emotional assets / adaption when they encounter significant adversity, trauma, tragedy, threats and significant stressors. When faced with adversity those assets function to produce a positive adaption to significant risk.

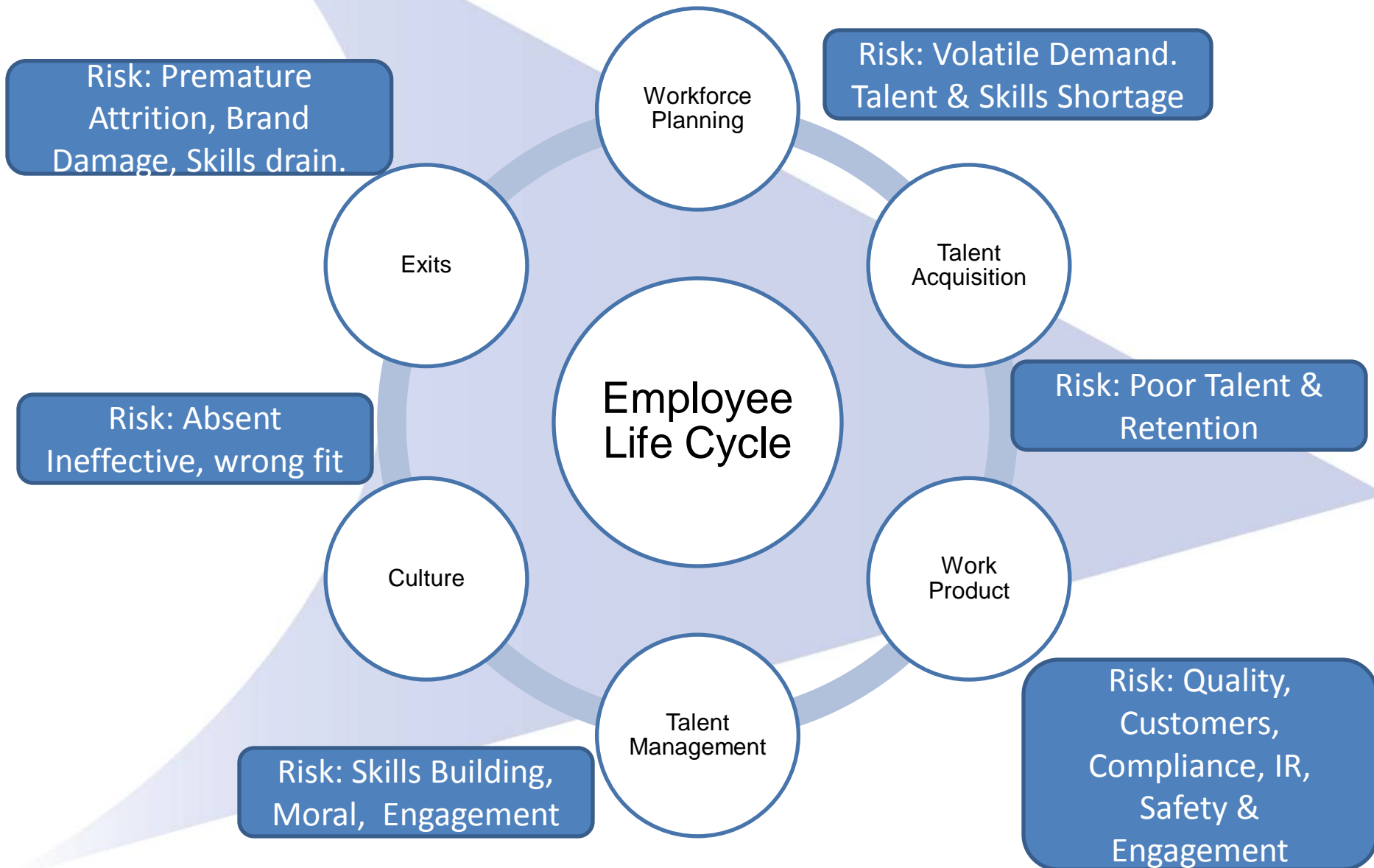


10 Ways to Build Individual Psychological Resilience

1. Maintain good relationships with close family, friends & supportive others;
2. Actively avoid cognitively framing crisis or stressful events as unbearable problems;
3. Accept circumstances that cannot be changed;
4. Develop realistic goals and move toward them;
5. Take decisive action in adverse situations, remain flexible;
6. Look for opportunity for self discovery after a struggle with loss;
7. Actively work to build skills and self confidence;
8. Maintain a long term perspective and consider stressors in a broader context;
9. Maintain hope and EXPECT good things;
10. Maintain Balance in life and pay attention to relaxation, body and mind.

Organisational Resilience

Organisational Cycle of Risk



Organisational Resilience

The ability of an organisation to identify adversity, effectively diagnose the context of adversity and then to draw on organisational attributes to reframe Risk / Threat as an opportunity in the process of securing a positive outcome.

How Organisations Foster Engagement & Resilience

Access to Resources	Available, predictable, reliable access to resources and attainable opportunities.
Access to Supportive Relationships	A forum for relationships with significant others within and without the business
Development of Desirable Personal Identity	Personal and collective sense of purpose, ability for self appraisal, aspirations beliefs and values
Experience of Influence	The ability to influence and affect change in contextual and workplace environment
Adherence to Culture	Knowledge of and adherence to expectations around culture, values and beliefs
Experience of Social Justice	A meaningful role in a community that is characterised by acceptance and social equity.
Experience a sense of Cohesion with others	Balance of ones interests with a sense of responsibility for the greater good , feeling a part of something larger than ones self

Engaging & Resilient Leadership

	Definition	Hallmarks
Self awareness	Ability to recognize and understand your moods, emotions and drivers, as well as their effect on others	Self confidence Realistic self assessment Self deprecating sense of humour
Self regulation	Ability to control or redirect disruptive impulses and moods The propensity to suspend judgment – to think before acting	Trustworthiness and integrity Comfort with ambiguity Openness to change
Motivation	A passion to work for reasons that go beyond money or status Pursuing goals with energy and persistence	Strong drive to achieve Optimism even in the face of failure Organisational commitment
Empathy	Ability to understand the emotional make up of other people Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross cultural sensitivity Service to clients and customers
Social skill	Proficiency in managing relationships and building networks Ability to find common ground and build rapport	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

Resilience in Injury Management

Resilience ?



Individual Perception

Perception of a psychological stressor is dependent on

- Reduction in perceived Control
- Perceived Threat
- Unpredictability
- Novelty

Also influenced by by three dimensions:

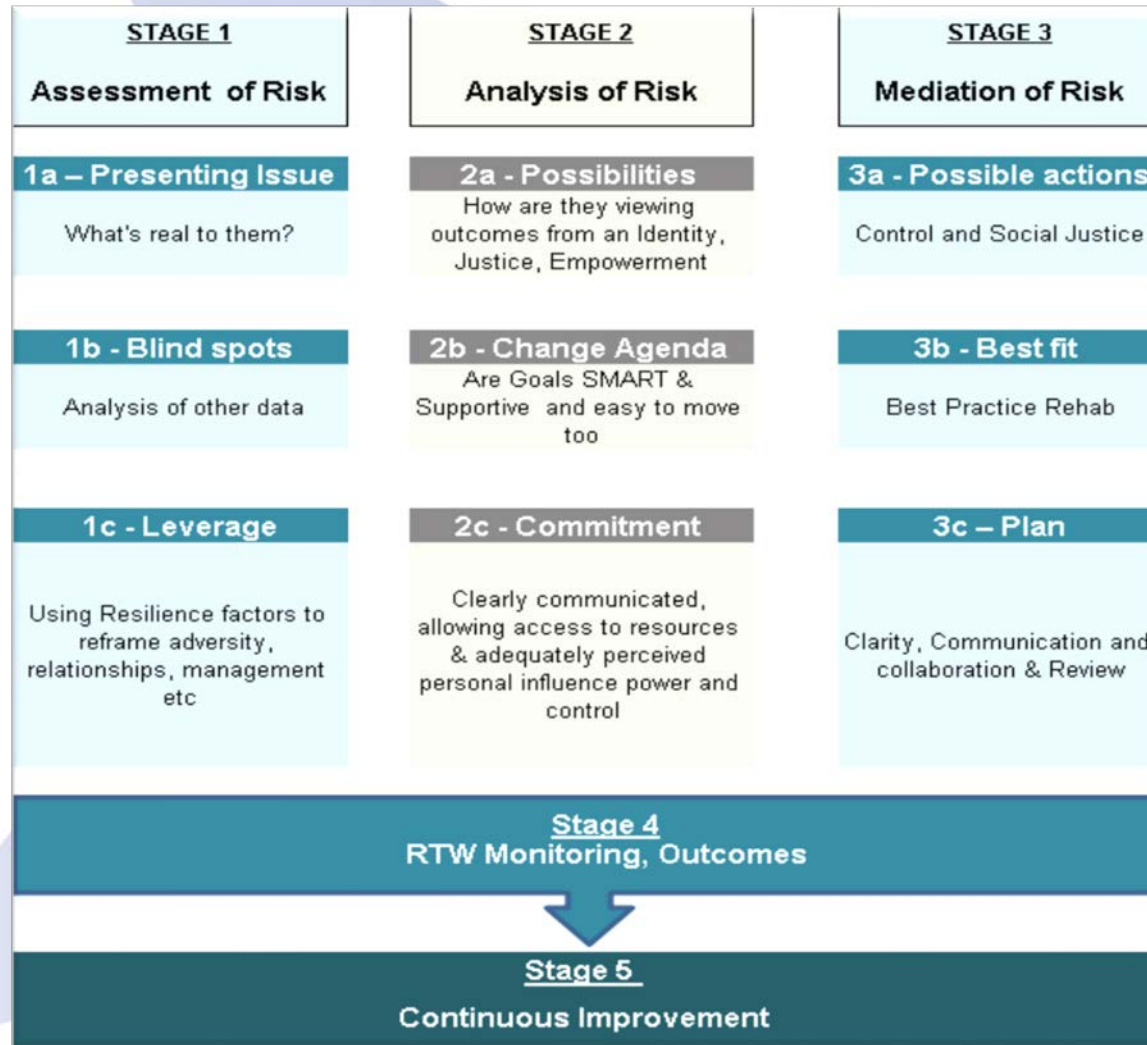
1. Life Situations
2. Work
3. Self



Resilient Interactions

Individual	Organisation	Leadership
1. Supportive Functional Relationships	1. Provide Access To Resources	1. Self Aware
2. Realistic Perceptions	2. Functional Support Relationships	2. Self Regulating
3. Realistic & Accepting	3. Platform for Desirable Identity	3. Motivated
4. Goal Oriented	4. Experience of Influence	4. Exercise Empathy
5. Decisive but Flexible	5. Adherence to Culture	5 Demonstrate Social Skills
6. Develop Self Aware	6. Experience of Social Justice	
7. Skills & Competency Focused	7. Sense of Cohesion with Others	
8. Comprehensive Perspective		
9. EXPECT GOOD THINGS		
10. Practice Self care		

Resilient in Injury Management



Conclusion

- Resilience may mediate Risk;
- Resilience can be enhanced and practiced;
- Risk Happens;
- Resilience in Risk Response creates opportunity;
- Organisational Resilience is multi dimensional and resolution focused;
- Organisational Resilience is contingent on Resilience on Leadership;
- The risks associated with injury management can be managed within a resilience building framework.

Questions



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