

## **A Report on a Survey of Certified Human Resources Professionals Regarding Episodic Disabilities**

Lily Wong

March 2006

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# **A Report on a Survey of Certified Human Resources Professionals Regarding Episodic Disabilities**

## **Summary of Key Findings and Recommendations**

This report is an analysis of responses from 482 HR professionals about their knowledge and training needs regarding episodic disabilities. The responses provided an overview of the practices employed in service provision to persons with episodic disabilities and formed the basis for a series of key findings and recommendations contained in this report.

### **Key Findings**

- Over sixty (60) percent of the respondents reported that they have little to no knowledge on approaches to managing cases of episodic disabilities.
- Almost seventy (70) percent of all respondents reported that they are unable to statistically identify cases of episodic disabilities in their caseloads.
- The use of part-time work arrangements and continuing salary are the most common forms of income support programs utilized by respondents.
- Seventy (70) percent of HR professionals reported that the workplace accommodation policies at their organizations need review.
- Over seventy-five (75) percent of all return to work programs involved part-time work.
- Less than twenty (20) percent of organizations have established occupational health and safety programs for job assessment and workplace redesign.
- Over eighty (80) percent of respondents reported that they are unable to identify episodic disability cases within their caseload.
- Over fifty (50) percent of respondents reported that their current training was not useful with respect to episodic disabilities.
- Fifty-six (56) percent of Chartered Human Resources Professionals (CHRP's) interviewed expressed interest in training specific to episodic disability issues.
- Some respondents have been successful in finding creative solutions to Episodic Disability issues.
- Many HR professionals have individually invested time to research supportive options for persons with Episodic Disabilities.

## **Recommendations**

- Expand the existing income support mechanisms available to HR professionals, such as partial CPP(D) benefits.
- Demonstrate leadership through the CCHRA and their affiliated associations to foster collaboration amongst episodic disability interest groups to create solutions to systemic and legislative barriers, such as the development of a national Disability Support Centres located regionally.
- Development of resources for their HR professional members in order for them to provide appropriate support for employees with episodic disabilities.
- Ongoing opportunities for communication between HR professionals to exchange ideas and insights into providing services in the workplace.
- Curriculum development specific to the training of HR professionals on supporting persons with Episodic Disabilities.
- Continue the leadership role of the member associations in initiating and implementing recommended changes.

# Introduction

## What are episodic disabilities?

Episodic disabilities, characterized by periods of illness and wellness, are becoming more prevalent in Canadian society<sup>1</sup>. Increasing numbers of Canadians are living with episodic disabilities, which include: cancer, HIV/AIDS, lupus, multiple sclerosis and mental illness. One of the key distinguishing features of an episodic disability is its unpredictability, which can move a person in and out of the workforce in an unpredictable manner. Systematic barriers like inflexible workplace practices and rigid disability pension requirements often do not provide the continuous income or extended health supports needed by persons living with episodic disabilities, regardless of whether a person is working.

Human Resources (HR) professionals play a pivotal role in maximizing the work potential of employees, including employees with episodic disabilities. Workplace accommodation strategies, workplace culture, rehabilitation resources as well as the interface between the different income support systems, are examples of the knowledge base required by HR professionals to respond to employees with episodic disabilities. But what exactly is the level of knowledge of HR professionals regarding episodic disabilities? What additional needs do HR professionals have to more effectively work with employees with episodic disabilities?

The Canadian Working Group on HIV and Rehabilitation (CWGHR) has been exploring episodic disabilities as they relate to rehabilitation. In recognition of the pivotal role that HR professionals play, and to determine their knowledge base on episodic disabilities, an on-line survey was developed for distribution to members of provincial HR associations. The responses were analyzed and form the foundation for this report.

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<sup>1</sup> Government of Canada. *Government Response to 'Listening to Canadians: A First View of the Future of the Canada Pension Plan Disability Program: The Fifth Report of the Standing Committee on Human Resources Development and the Status of Persons with Disabilities'*. November 2003. p22.

# Survey Overview

## Design and Dissemination

The survey questions queried HR professionals nationally on their sector-specific knowledge and training needs regarding episodic disabilities. The responses provided an overview of effective practices employed in service provision to persons with episodic disabilities. The questions were developed by a working group that included two certified HR professionals.

The design of the survey questions in both multiple answer and open ended formats served several purposes. The varying multiple choice format provided for concise responses to the questions posed, while the open-ended format allowed for elaboration of responses regarding episodic disabilities. The survey thus was designed to maximize responsiveness, ultimately to provide an overview of the present strengths and future training requirements for HR professionals to better meet the needs of persons with episodic disabilities.

In addition to completing the survey on-line, respondents were invited to provide their contact information if they were willing to participate in further study. These respondents were invited to further participate in an in-depth interview that addresses more details regarding their knowledge and management policies when confronted by cases of episodic disabilities.

Because of its financial and electronic accessibility, the survey was disseminated via the Internet using *Survey Monkey*<sup>2</sup>, a web-based survey development, data collection and support service. A copy of the survey questions is included in Appendix 1 of this report.

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<sup>2</sup> [www.surveymonkey.com](http://www.surveymonkey.com)

## Description of Respondents

The Canadian Council of Human Resources Associations (CCHRA) is comprised of the ten provincial and specialist Human Resources Associations that currently represent the interests of more than 30,000 HR professionals across Canada. The mission of CCHRA is to enhance and promote the value of the Human Resources profession across Canada, and proactively influence programs and policies related to human resources practices<sup>3</sup>.

The Certified Human Resources Professional designation (CHRP) is a nationally recognized level of achievement within the field of Human Resources. It reflects a conviction that the professional practice of Human Resources Management can safeguard the interest of employers, employees, and the general public.<sup>4</sup>

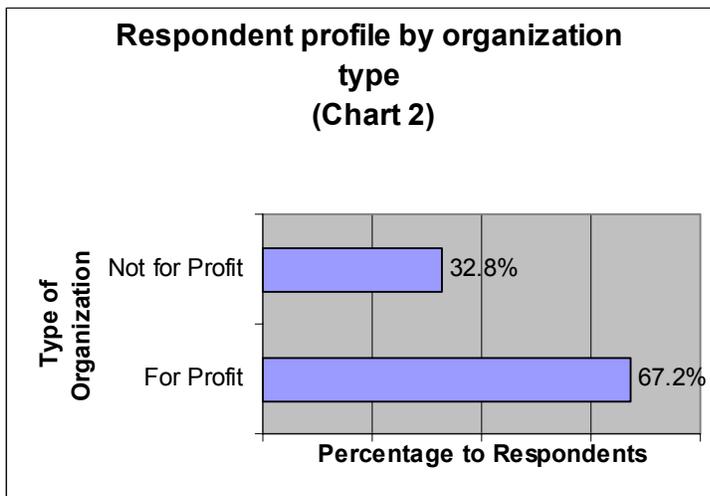
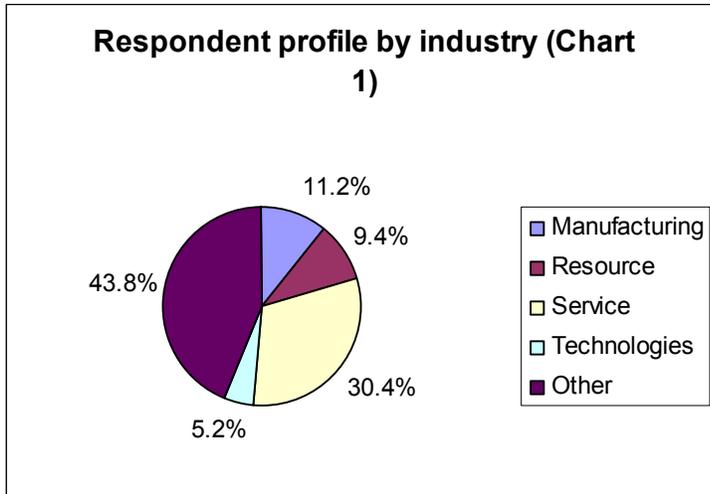
The CCHRA provided support to distribute the Internet link to the survey to provincial associations for dissemination to their CHRP members. Four hundred and eighty-two (482) CHRPs successfully responded to the survey online. Respondents were not obligated to answer all questions in order to successfully complete the survey.

There was variety, not only in the provinces from which the responses came, but also across sectors, including manufacturing, services, natural resources, and technologies (Question 3). Responses to Question 4, which requested the respondent to self-identify a sector of employment, indicated that many of these respondents represent organizations from divisions of the service sector, such as education, government, and consulting. The heading of “Other” captures a variety of sectors such as tourism and medical services, throughout the remainder of this report.

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<sup>3</sup> <http://www.cchra-ccarh.ca/en3/default.asp>

<sup>4</sup> *ibid*

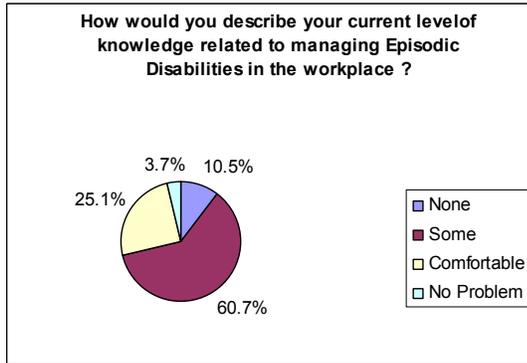


## Summary of Statistical Analysis

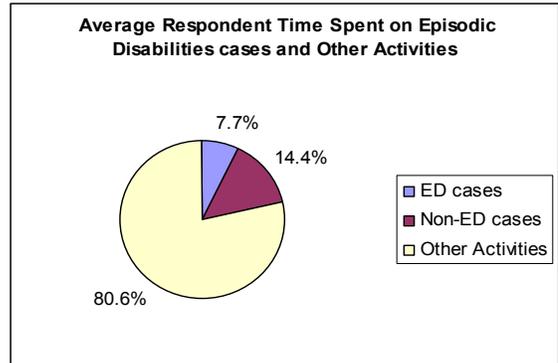
Over sixty (60) percent of the respondents reported in Question 5 of the survey that they have little to no knowledge on approaches to managing cases of episodic disabilities. The responses demonstrated a range of knowledge regarding the management of episodic disabilities. When asked to describe their current level of knowledge related to managing episodic disabilities, twenty-nine (29) percent of the respondents report that they are

comfortable or have no problems with managing episodic cases. Alternatively, eleven percent of all respondents report that they have no knowledge in this area.

The level of knowledge for managing cases of episodic disabilities (Chart 3)

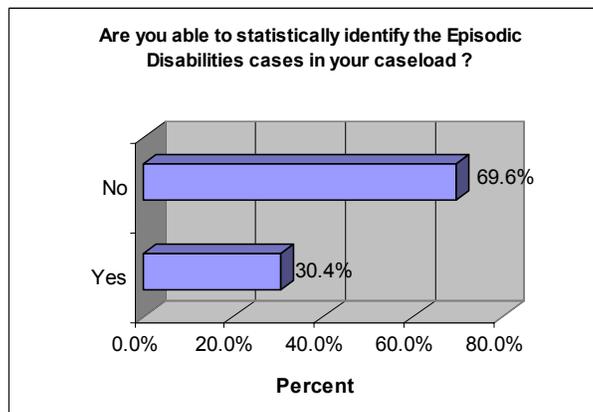


The amount of time available to respondents for managing cases of episodic disabilities (Chart 4)



When asked about the average time spent on episodic cases in Question 6, respondents reported that on average they spend eighty (80) percent of their working hours on other activities rather than on cases of episodic disabilities. HR professionals on average spend seven (7) percent of their time on cases pertaining to episodic disabilities. Almost seventy (70) percent of all respondents in Question 10 report that they are unable to statistically identify cases of episodic disabilities in their caseloads.

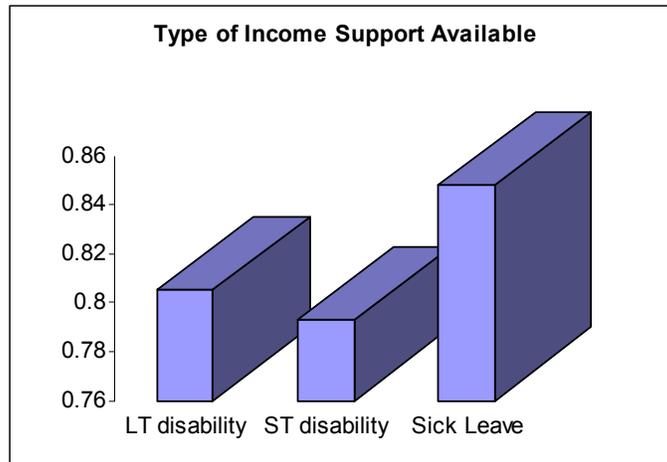
Statistical recording of Episodic Disability Cases (Chart 5)



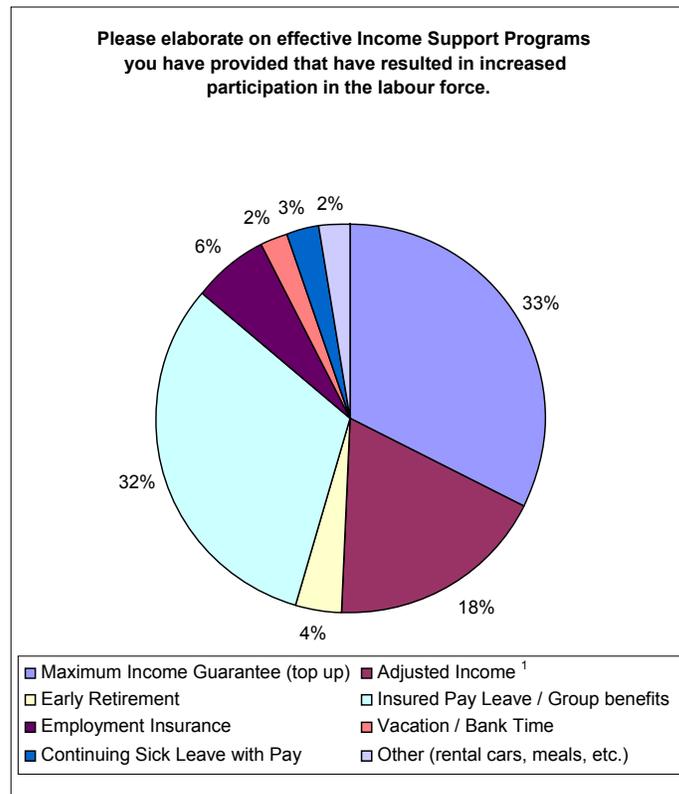
Question 7 shows that HR professionals offer three common forms of income support options to employees with episodic disabilities. The kinds of treatment and support

programs noted by HR professionals in the open-ended question relating to income support are very similar to the support provided to employees with other forms of disabilities.

Responses to the forms of income support programs. (Chart 6)



Responses to forms of income support provided. Maximum Income Guarantee (top up) and Insured Pay Leave / Group Benefits, constitute 65% of the forms of income support cited. (Chart 7)

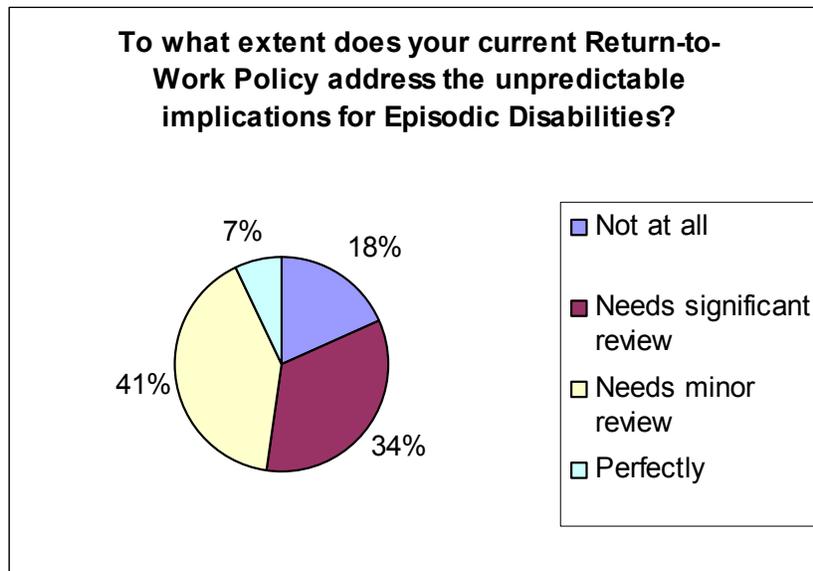


<sup>1</sup>Adjusted Income include prorated income, and all other adjustments to pay

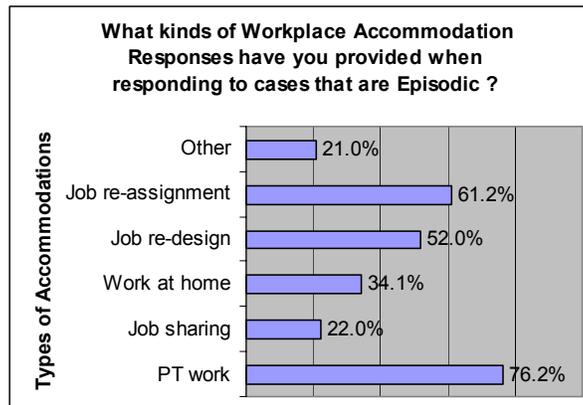
In the responses to the open ended question on income support programs, the survey show that the use of part-time work arrangements and continuing salary are the most common forms of income support programs. However, thirty (30) percent of respondents also reported that salary top ups provided only last for a given time period. Employees will often claim group benefits for insured pay leave that could supplement their income, especially for long term disabilities.

When asked in Question 8 about the extent that workplace accommodation policy at their organizations address the issues relating to episodic disabilities, nearly twenty (20) percent of all respondents stated that the current return to work policy at their organizations do not address the implications of episodic disabilities at all. An additional seventy (70) percent of HR professionals report that the workplace accommodation policies at their organizations need review.

Respondent sentiments towards the unpredictability of Episodic Cases. (Chart 8)



Responses to the open-ended question regarding workplace accommodations (Chart 9)



As indicated in the chart above, common workplace accommodation strategies frequently employed by HR professionals to help employees with disabilities readjust to their jobs and workplaces include: job reassignment, job redesign; work at home; job sharing; and part time work. Over seventy-five (75) percent of all return to work programs involves part-time work. Job reassignment, which can be in the form of part-time work, is most common form of workplace accommodation. One respondent who has worked extensively in this area reflects on the importance of adequate workplace accommodation below.

*“[A]ccommodations... reassure[s] employees that the company is concerned for their welfare which increases employee morale Also, it sends a message to those that abuse the system that the company will always endeavor to find [different ways to accommodate employees at work], regardless of the illness or injury which in turn curbs absenteeism.”*

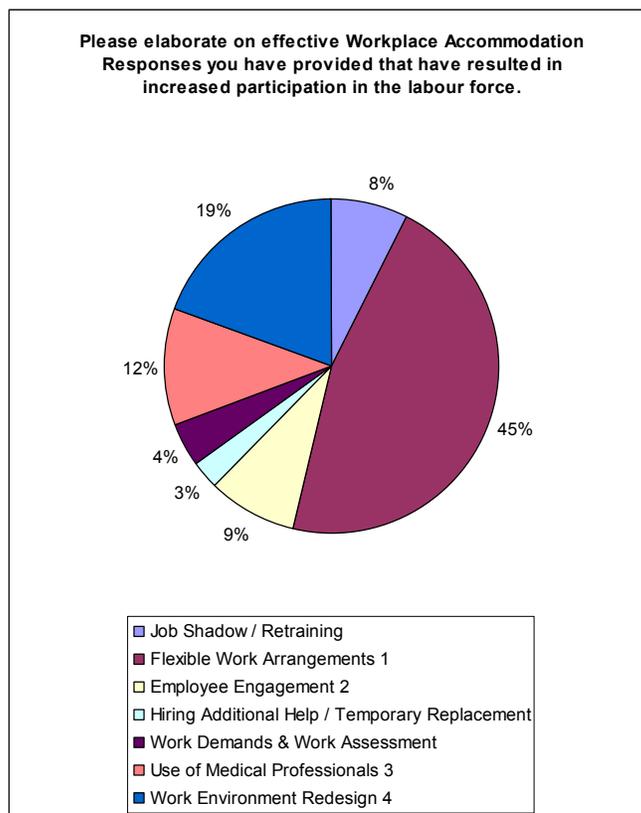
In a related open-ended question, HR professionals recognize the need to maintain flexibility both in work schedules as well as other job arrangements in order to give an employee with an episodic disability the time for rehabilitation. Many also note the need to keep an “open” and “friendly” environment for the employees so they can maintain a sense of dignity.

With the advent of information and communication technology, respondents reported that many employers are willing to provide the facilities and equipments necessary for the

employee to work at home and come to the office only on a part time basis whenever possible. Nonetheless, workplace accommodation typically involves some form of work modification such as in the type of tasks (especially those tasks that are physically demanding), the level of responsibilities, or the scheduling.

As shown in the open-ended question on workplace accommodation, less than twenty (20) percent of organizations have established more developed occupational health and safety programs perform including work assessment and workplace redesign. In two cases, Occupational Health (OH) Nurses were also assigned.

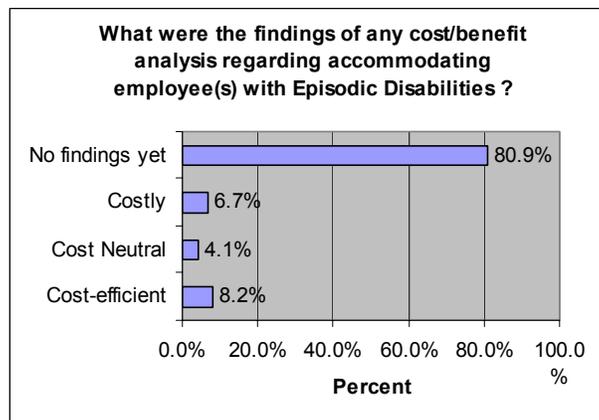
Responses to the open-ended question on types of workplace accommodations utilized. (Chart 10)



1. Flexible Work Arrangements include flexible scheduling, graduated return to work, etc.
2. Employee Engagements include maintaining contact, counseling, departmental support
3. Medical Professionals include Occupational and Health Nurses, Physicians, Therapists, etc.
4. Work Environment Redesign also includes provision of special facilities and equipments

Despite the indicated need for modifications and more thorough consideration of how employees with episodic disabilities are served at the workplace, less than ten (10) percent of organizations have made an attempt to assess the issue. When asked if their organizations have considered the costs and benefits for accommodating employees with episodic disabilities (Question 9), over eighty (80) percent of respondents report that they are unable to present findings or that their organizations have not conducted such investigations.

Findings on the cost/benefits for accommodating employees with episodic disabilities (Chart 11)

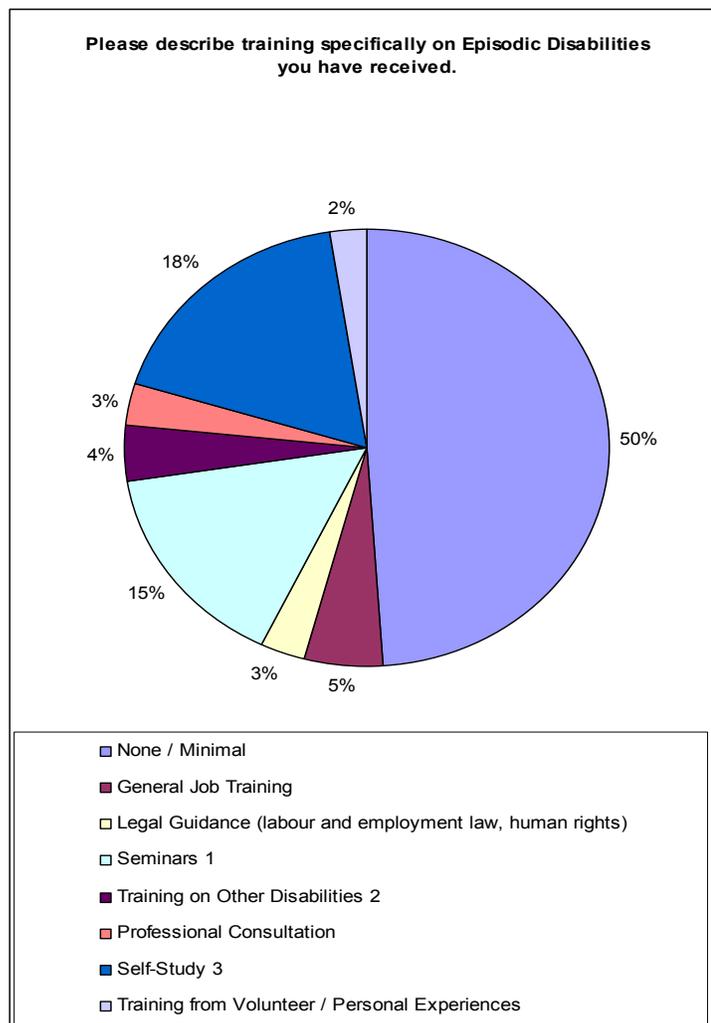


As shown by the following pie chart, when asked the extent their previous training had prepared them for cases with episodic disabilities, over fifty (50) percent responded that their current training was not useful. Another quarter of respondents indicated that their training was only somewhat useful for managing cases of episodic disabilities. The desire for better and more specific training is repeated in the open ended question when respondents were asked to describe the kind of training they had received specific to cases of episodic disabilities.

Almost half of all respondents indicated that they have not received any formal training in episodic disabilities. Many HR professionals who have been faced with issues related to episodic disabilities were prompted to do research on their own. Many have also taken the

initiative to take courses, seminars, and conferences outside of work in order to acquire some knowledge in managing employees with episodic disabilities. Of note, responses indicate that some HR professionals have experiential knowledge about episodic disabilities. Training provided by the employer or by the benefits provider addressed disabilities in general or emphasized a legal perspective such as employee rights or claims management; the topic of episodic disabilities was minimally addressed.

Responses to the most common type of training respondents reported receiving (Chart 12)



1. Seminars can be internally provided by insurance provider or through professional associations and universities.
2. Other Disabilities include mental illnesses, addiction, clinical depression, absenteeism, etc.
3. Self-study includes reading materials, learning by doing, past experiences, educational background, etc.

## **Background to Interview Questions**

As mentioned in the 'Design and Dissemination' section, respondents were invited to provide their contact information if they were willing to participate in further study. Following the collection and preliminary analysis of survey responses, an email was sent out to those who provided their contact information for further study. The same interview questions were attached with the email. They were also given the choice to answer the questions by phone or through email.

Over a period of two weeks interviews were conducted and recorded with eighteen HR professionals, and the responses were analyzed. Below is a summary of the interview responses as well as additional comments made by some of the interviewees.

## **Interview Questions and Responses**

***How does your organization maintain lines of communication with employees suffering from episodic disabilities? Is there an established protocol that is followed?***

Generally, the organizations these respondents represent have no established protocol for communicating with and management of employees with episodic disabilities. Maintaining lines of communication is considered a mutual responsibility between the HR personnel and the employees. The use of technology has immensely facilitated this process and allowed many employees to work and continue to participate in the organization from their homes.

***What type of retraining has your organization used to help employees with episodic disabilities reintegrate into the workplace?***

Some organizations provide retraining to help employees adjust to their new positions. The types of retraining commonly include coaching and instructions in using new technologies and equipment.

***What types of re-integrative support does your organization provide?***

Some organizations have a wellness centre, within which are some forms of formalized re-integrative supports. These supports include child care, family care, workplace accommodations, new technologies and equipment, coaching and counseling.

***Have you received formal training that specifically addresses issues with episodic disabilities? What should be considered in training on episodic disabilities for certified human resource professionals?***

A vast majority of HR professionals have never received training that specifically addresses the issues pertaining to supporting employees with episodic disabilities. Many of them have a desire to be informed about what *other* HR professionals are doing. There are indications that came from eight (8) of the eighteen (18) respondents who showed interest in having an established protocol, policies, and guidelines as to “what is the suitable approach” for supporting employees with episodic disabilities. For those who have had the need to learn by doing, many did their own research into the issues of episodic disabilities. Some HR professionals applied their training from elsewhere and professional experiences with long term disabilities to understand and support employees with episodic disabilities.

*“I have been learning as I go, specific training would be a definite asset.”*

***Do you think your organization has a full awareness of the costs and prevalence of episodic disabilities? How can we raise this awareness at your workplace? Does your organization have workplace policies that support persons with episodic disabilities?***

Interviewees indicated that too few cases of episodic disabilities have been identified to justify a formal assessment of the impact of episodic disabilities at their workplaces. HR

professionals are faced with the dilemma of addressing the needs of employees with episodic disabilities while containing the disability management costs. Episodic disabilities are often lumped with other long term disabilities; therefore its costs are also assumed with other disabilities.

***Has your organization hired an Occupational Health professional to help design or administer any of your Work Accommodation Responses? What function did the consultant serve? Was it helpful?***

Larger organizations often do hire Occupational Health professionals to help with the design and administration of workplace accommodation responses. They include occupational health nurses, therapists, doctors and, personal coaches, among others. Human resources professionals often prefer having the advice of an external expert in handling issues related to persons with episodic disabilities. Often, the expertise of other professionals is required; benefits providers are frequently asked to provide the technical, administrative and legal support with respect to employees with episodic and similar disabilities.

***Comments and Questions from Interviewees***

In the course of the interviews with some of the HR Professionals, 10 of the 18 interviewees indicated that they are unsure of what constitutes episodic disabilities, how the illnesses involved differ from other forms of disabilities, and the specific issues relating to these types of disabilities such as reintegration and periodic absences.

## Discussion

Four hundred and eighty-two (482) CHRPs successfully responded to the online survey request. Given the number of respondents, there is reason to conclude that the survey results represent over ninety-five percent of the actual population<sup>5</sup>. Therefore, there is over ninety-five percent confidence that the results appropriately represent the sentiments of Canadian HR professionals toward the issue of episodic disabilities in the workplace.

Evidence from this study indicates that episodic cases are often consolidated with other disabilities. With most cases unidentified or collapsed to more general areas, organizations have often claim that there are too few cases of episodic disabilities to merit separate treatment while remaining unaware of the actual costs and benefits to address these cases. For this reason, the Canadian Working Group for HIV and Rehabilitation is conducting an economic analysis of recommendations to increase the flexibility of income support and employment policy. This analysis will provide a general understanding of the value of the particular policies that seek to encourage labour force participation. It is anticipated that the results of the economic analysis will further support the need for a common knowledge base among HR professionals and of the need for standardized guidelines which HR professionals can consult.

The kinds of disability management options also seem limited both in the types of income support programs and the arrangements of available workplace accommodations. There are generally three categories for income support programs: sick leave, long term disability and short term disability. Most employees that are first identified with disabilities are allowed sick leave with pay and are eligible to apply for short term leave or benefits. Once their conditions have been assessed by a medical professional, and with the proper documentation, the employees can be moved to long term disabilities and receive income support under the benefits provider, where employer benefits are available.

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<sup>5</sup> The margin of error (ME) is less than five (5) percent; where  $ME = 1/\text{SQRT}(\text{SAMPLE-SIZE})$ .

The types of workplace accommodation alternatives are generally more varied and often customized to the needs of specific employees. The analysis of survey responses suggests that there is also some overlap found in the types of income support and workplace accommodation programs. However, the three categories of income support programs, combined with limited workplace accommodations when the employee is well enough to work, can often not meet the fluctuating and unpredictable income needs of employees with episodic disabilities. The lack of flexibility may result in employees with episodic disabilities disengaging from the workplace prematurely, which can be very costly. More innovative and cost efficient subsidies need to be explored. More explicitly, an income support mechanism that supports a person when they are unable to work, and provides incentives to work to one's ability when able, is needed.

Further insight into the perspective of HR professionals regarding income support was revealed in the open-ended questions, where some respondents suggested that the kind of income support provided to employees with disabilities cannot be relied upon as a stable and constant source of support. The description below is given for an income support program.

*"We have a policy that guarantees 100% income for certain number of days based on years of experience. Maximum is 130 days. If [this] benefit is exhausted, employee moves to 66.67% pay for the remaining period."*

Organizational supports were identified as an area where improvement was needed. For example, time restraints were stated as a continuing challenge for HR professionals to understand the special needs of episodic cases. In spite of the evidence that suggests that organizations do not have the infrastructure to support HR professionals to effectively manage the distinct needs of episodic disabilities, *HR professionals themselves* are all too aware of the need for further training and more standardized protocol so that cases of episodic disabilities can be properly identified and addressed.

As of now, there has yet to be any formalized training addressing the specific issues of episodic disabilities in Canada. Many HR professionals are curious as to how their

colleagues are managing these disabilities cases. The opportunity for discussion and mutual understanding can lend itself to significant developments for the HR Profession.

## **Conclusions & Recommendations**

With increasing numbers of Canadians living with episodic disabilities in the workplace, or wanting to return to /participate in the workplace there exist opportunities to enhance the tools, knowledge, solutions and supportive infrastructure that HR professionals have to meet these challenges.

The opportunities for enhancement can be categorized as follows:

- The development of a common knowledge base regarding episodic disabilities
- The development of more creative solutions available to HR professionals

The HR profession has a meaningful contribution to make to each of these categories.

### **The development of a common knowledge base regarding episodic disabilities**

The survey responses illustrate, not only the present void of standard policies, guidelines, and a common knowledge base among the HR professionals, but also reflect the adaptability of the profession to respond creatively in this void, and their desire for formal training. Training on management of episodic disabilities can help HR professionals identify cases that were previously left unidentified or that were treated as other forms of disabilities.

Many human resources professionals surveyed in this study have shown strong interest for more specific training on issues relating to episodic disabilities. Many indicated that they would like to know what the standard practice should be and what their colleagues are

doing to help resolve the specific needs relating to episodic disabilities. More than a few of the respondents have also suggested that training in this area be included as part of certification programs for the profession such as the CHRP so as to ensure a minimum level of knowledge and understanding among human resources professionals in this area. Other settings for such training may include the HR curriculum in business courses, and in professional continuing education venues.

This analysis suggests that there is a need for, as well as opportunities to develop a common knowledge base related to managing episodic disabilities in the workplace among HR professionals.

### **The development of more creative solutions available to HR professionals**

As a specific knowledge base about episodic disabilities is developed, creative solutions that meet the specific needs will become more apparent. Evidence from other research undertaken as part of the Episodic Disabilities Project, such as a current Costing Analysis of implementing changes to disability support programs, may indicate that increased opportunities for an employee with episodic disabilities to work to their potential may have benefits for the employer. An expansion of the existing income support mechanisms available to HR professionals is a target area for improvement. HR professionals need, as part of their repertoire of supports for their employees with episodic disabilities, an income support mechanism that supports a person when s/he is unable to work, and provides incentives to work to one's ability when able.

In addition to creating solutions available within an organization, the broader social environment for employment has a significant influence on resources available to the HR professional. HR professionals cannot work in isolation to bring about all the changes necessary for providing adequate and timely services to employees with episodic disabilities. An important step towards creating solutions available to HR professionals for employees with episodic disabilities is collaboration between interests groups such as employers, employees, occupational, rehabilitation and health professionals, government

legislatures, researchers and human resources professionals and groups / people living with episodic disabilities.

For example, a suggested opportunity for effective collaboration would be a centralized repository of information about resources related to episodic disabilities. Disability Support Centres, funded by the federal government, may serve as a repository of information, tools, expertise and programs relating to disabilities, including episodic disabilities that are accessible to interested groups. For example, training materials and resources accessible to small and non-profit employers can initiate interest and facilitate the hiring of persons with episodic disabilities. Employers need to understand the costs and benefits of employing persons with episodic disabilities in order to take steps towards the hiring decision. The HR profession has an opportunity to play a leadership role in promoting multi-sector collaboration toward a system that optimizes the labour force participation of people with episodic disabilities.

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# Appendix 1

## Episodic Disabilities Survey

The Canadian Working Group on HIV and Rehabilitation (CWGHR) is undertaking a project on income support and workplace policies for people living with episodic disabilities. *Human Resources professionals play a pivotal role in return-to-work place policies and their effective communication and interpretation to employees.*

This survey, as part of the project, has been designed to gain input from you on your experiences, as well as on activities and tools, to support Human Resource Professionals in their responses to issues related to episodic disabilities. Human Resource Professionals are in an ideal position to inform the project of innovative strategies that have been employed, and their results, in order to respond to episodic disabilities in the workplace. Your responses will assist in advocating for change in policies for people with episodic disabilities.

Please respond to these questions by October 31, 2005. The survey has several questions in addition to asking for demographic information, and it should take no longer than fifteen minutes of your time. Your responses will be kept in strictest confidence, and only be used in a collective and non-identifying manner.

I encourage you to provide as many comments as possible. Often, speaking to you for elaboration may be extremely beneficial to the project. One of the questions asks for your permission to contact you directly.

Thank you in advance to your cooperation, and I look forward to your responses to this survey. Please click [www.Surveymonkey.com](http://www.Surveymonkey.com). to complete the survey.

If you wish more details about the project called “Labour Force Participation and Social Inclusion for People Living with HIV and Other Episodic Disabilities”, feel free to check our website at [www.hivandrehab.ca](http://www.hivandrehab.ca)., or contact me directly at [emckee@hivandrehab.ca](mailto:emckee@hivandrehab.ca).

## Episodic Disabilities Survey

Increasing numbers of Canadians are living with episodic disabilities, such as multiple sclerosis, arthritis, cancer, HIV/AIDS, diabetes, lupus, hepatitis C, epilepsy, chronic fatigue syndrome and mental and mood disorders.

**Definition:** A person can simultaneously live with both permanent and episodic disabilities; however, there are clear distinctions. An episodic disability is marked by fluctuating periods and degrees of wellness and disability. In addition, these periods of wellness and disability are unpredictable. As a consequence, a person may move in and out of the labour force in an unpredictable manner. This has implications across several dimensions, including for workplace accommodations and income support strategies.

Please provide us with some demographic information:

1. Province \_\_\_\_\_
2. City \_\_\_\_\_
3. Industry sector \_\_\_\_\_
4. Type of Organization  
 For  
 Not for profit

### Workplace Related Data

5. How would you describe your current level of knowledge related to managing Episodic Disabilities in the workplace?  
 None  
 Some  
 Comfortable  
 No Problem

6. Please fill in the blanks. Note that total of values entered must sum to 100.

Percentage of Time spent on Episodic Disability cases \_\_\_\_\_  
Percentage of time spent on Non-Episodic Disability cases \_\_\_\_\_  
Percentage of time spent on other activities \_\_\_\_\_

7. To what extent does your current Return-to-Work Policy address the unpredictable implications for Episodic Disabilities?

- Not at all
- Needs significant review
- Needs minor review
- Perfectly

8. What were the findings of any cost/benefit analysis completed by your organization regarding accommodating an employee(s) with Episodic Disabilities, as opposed to other actions such as LTD or replacing the employee?

- Cost-efficient
- Cost neutral
- Costly
- No findings yet

**Statistical Incidence of Workplace Episodic Disabilities**

9. Are you able to statistically identify the Episodic Disability cases in your caseload?

- Yes
- No

**Projected Incidence of Workplace Episodic Disabilities**

10. What is your estimate or calculated rate of incidence of Episodic Disabilities in your organization within the previous 5 years?

Number of Cases \_\_\_\_\_  
 Number of episodes \_\_\_\_\_  
 Percentage of Total Cases \_\_\_\_\_

**Episodic Disability Response**

11. What kind of Income support responses have you provided when you responded to cases that are episodic? (Check all that apply)

- Long term disability
- Short term disability
- Sick leave

12. Please elaborate on effective Income Support Programs you have provided that have resulted in increased participation in the labour force.

13. What kind of workplace accommodation responses have you provided when responding to cases that are episodic? (Check all that apply)

- Part time work
- Job sharing
- Work at home
- Job re-design
- Job re-assignment

14. Please elaborate on effective workplace accommodation responses you have provided that have resulted in increased participation in the labour force.

15. Generally, have your responses resulted in greater labour force participation for persons with Episodic Disabilities?

- Yes
- No

16. Please describe training specifically on Episodic Disabilities you have received?

17. To what extent was the training sufficiently specific to prepare you to deal with employees with Episodic Disabilities?

- Not useful
- Somewhat useful
- Sufficient for now
- Totally useful

**Thank you for taking the time to complete this survey.**

**Optional Information**

Name

Phone Number with Area Code

Email Address

