

## MANITOBA PUBLIC UTILITIES BOARD

Re: MANITOBA PUBLIC INSURANCE CORPORATION (MPI)  
GENERAL RATE APPLICATION  
2014/15

Before Board Panel:

Karen Botting - Chair  
Regis Gosselin - Board Chair  
The Hon. Anita Neville - Board Member

HELD AT:

Public Utilities Board  
400, 330 Portage Avenue  
Winnipeg, Manitoba  
October 2, 2013  
Pages 844 to 1050



“When You Talk - We Listen!”



1 international organization through  
2 the use of coding stan --  
3 standards."

4 Do you see that, Ms. Reichert?

5 MS. HEATHER REICHERT: Yes, I do.

6 MR. BYRON WILLIAMS: And there's the -  
7 - the suggestion that:

8 "The Corporation can mine its data  
9 sources for insight and ultimately  
10 reduce disability durations to  
11 optimize claimants recovery time and  
12 achieve program cost savings.

13 Do you see that?

14 MS. HEATHER REICHERT: Yes.

15 MR. BYRON WILLIAMS: Now, Ms.

16 Reichert, I don't think you need to turn here, but  
17 certainly in the Corporation's strategic plan, I  
18 believe pages 3 and 4, I saw reference to the bodily  
19 injury improvement initiative BI3. And also a  
20 notation of benchmarks or measures for accessibility  
21 and timeliness of pay -- of payments.

22 Does that sound familiar to you?

23 MS. HEATHER REICHERT: Yes, it does.

24 MR. BYRON WILLIAMS: Ms. Reichert,  
25 what I haven't observed in this application, and I

1 simply may have missed it, in terms of bodily injury -  
2 - the bodily injury improvement initiative, is a  
3 report on how the Corporation is doing in terms of  
4 disability duration as compared to -- to benchmarks.  
5 And is -- is that somewhere in the report and I've  
6 simply missed it?

7 MS. HEATHER REICHERT: No.

8 MR. BYRON WILLIAMS: It would be fair  
9 to say that going into the business and injury  
10 improvement initiative, the Corporation would have set  
11 a baseline in terms of the status quo or existing  
12 standards in terms of disability durations?

13 MS. MARILYN MCLAREN: No.

14 MR. BYRON WILLIAMS: Would the  
15 Corporation have established expectations in terms of  
16 improved outcomes in terms of reduced disability  
17 durations?

18 MS. MARILYN MCLAREN: Expectations  
19 that we were introducing a framework where that would  
20 happen going forward. And you and I, I'm sure, have  
21 had some discussions. You have asked other members of  
22 the MPI panel. I've had conversations with other  
23 participants through the last many years that that was  
24 a severe shortcoming of the, in many ways, inadequate  
25 IT and infrastructure support system we had for our

1 case managers since we moved to no-fault in 1994.

2 We can't tell you what our typical  
3 claim duration was. So we're not going to -- we --  
4 we're not in a position to be able to implement a new  
5 system and expect to see reductions from that, because  
6 we had no real strong ability to understand what we  
7 were dealing with through the old system.

8 So we're trying to get to a position,  
9 after we clear up issues like the transition and the  
10 severe loss of productivity that staff faced as they  
11 were learning a new system, and putting in place rehab  
12 plans for all claimants and things like that. We will  
13 start to be able to track those kinds of durations and  
14 then we will be in a position to make decisions about  
15 the extent to which we have opportunities to reduce  
16 those durations.

17 That's absolutely part of the plan.  
18 It's not something that was ever expected to be there  
19 at the beginning of -- and I -- we are still at the  
20 beginning of the transition to this new bodily injury  
21 case management method. We have introduced protocols,  
22 the Presley Reed guidelines in terms of different  
23 kinds of injury duration or recovery durations. We --  
24 we pay a lot of attention to that. Our staff are  
25 learning to work with those. But, no, we did not

1 implement this new system with clear benchmarks as to  
2 how we were going to reduce disability durations from  
3 what they had been previously.

4 MR. BYRON WILLIAMS: And just so I --  
5 I recall, the -- the system would have gone live,  
6 what, in about September of 2010?

7 MS. MARILYN MCLAREN: Yes, that's  
8 right.

9 MR. BYRON WILLIAMS: And you  
10 experience some material productivity challenges for  
11 roughly the first eighteen (18) months or so?

12 MS. MARILYN MCLAREN: Yes.

13 MR. BYRON WILLIAMS: And as I  
14 understand it, you are -- you've indicated that you're  
15 monitoring durations closely?

16 MS. MARILYN MCLAREN: I believe we are  
17 starting to learn to work within this new construct,  
18 yes. So I'm not monitoring durations. This is not  
19 something that is at the point of being reported to  
20 the executive of the Company as a performance  
21 indicator yet. But the people in injury case  
22 management are adopting what they -- modifying what  
23 they have done from 1994 until 2010 to start  
24 considering and working with these kinds of new  
25 indicators.

1 MR. BYRON WILLIAMS: So when -- when  
2 does the Corporation expect that reports in terms of  
3 recovery duration will be generated for the executive  
4 level?

5 MS. MARILYN MCLAREN: I would expect  
6 that we would clearly know where we're standing on our  
7 ability to do that with -- within the next two (2)  
8 years.

9 MR. BYRON WILLIAMS: And, Ms. McLaren,  
10 recognizing the importance of being humane and  
11 respectful to injured victims, but also recognizing  
12 the importance of returning persons to -- as full a  
13 recovery as possible, both for themselves and for the  
14 Corporation's bottom line, does the Corporation  
15 anticipate it will need external expertise in terms of  
16 working to reduce injury durations?

17 MS. MARILYN MCLAREN: No, I don't  
18 think so. I think we have -- we have some of the best  
19 doctors in this province available to us as -- on a  
20 contract, temporary basis as part of our healthcare  
21 services team.

22 Part of what we -- we do expect from  
23 this system is not so much that people are actually  
24 going to recover faster, but I think one (1) of the  
25 significant barriers in the old system, or -- or

1 almost virtual lack of system, it was almost entirely  
2 a paper-based system -- is that people were recovered  
3 and we continued to pay personal care assistants  
4 longer than we needed to.

5                   So not that they weren't recovering  
6 quickly. I think we always had -- not always, but for  
7 -- for a significant period of time, had very good  
8 collaborative, cooperative team approaches to helping  
9 people recover. But getting the paperwork done was  
10 not always one (1) of the first priorities for our  
11 staff.

12                   And I -- and I -- you know, if they're  
13 having to make choices between working with claimants  
14 and doing that, I understand that. But part of the --  
15 what the expectation was is that we would save some  
16 money on personal care assistants by having more  
17 appropriate file management, not that they would  
18 necessarily recover quicker but the payments would  
19 better reflect their needs more promptly, as an  
20 example.

21                   MR. BYRON WILLIAMS:    And just so I'm  
22 clear, I understand that one (1) outcome you expect to  
23 achieve from this is once persons are fully recovered,  
24 to more promptly cease the payments which -- which  
25 they're -- which are no longer necessary.

1 MS. MARILYN MCLAREN: Or -- or  
2 adjusting them downward more frequently and more  
3 promptly.

4 MR. BYRON WILLIAMS: And would I have  
5 been in error if I assumed that one element of the  
6 business and injury improvement initiative was -- was  
7 actually to optimize claim -- claimant recovery times?

8 MS. MARILYN MCLAREN: No, not  
9 necessarily. I think whenever you have better  
10 information and more prompt information there are  
11 always opportunities to do a better job of that.

12 MR. BYRON WILLIAMS: And you would  
13 expect --

14 MS. MARILYN MCLAREN: Bodily injury  
15 improvement initiative as opposed to business injury  
16 improvement initiative.

17 MR. BYRON WILLIAMS: There's too many  
18 programs, Ms. McLaren. Part of the reporting that  
19 will flow through the executive and presumably to --  
20 to the Board as a benchmark will -- will be these  
21 improved or optimized claimant recovery times.

22 Agreed?

23 MS. MARILYN MCLAREN: Yes.

24

25 (BRIEF PAUSE)