RICHMOND HILL MUNICIPALITY CASE STUDY EXECUTIVE BRIEF

Company/Organizational Background

Richmond Hill is a town located in Southern Ontario, with a population of approximately 170,000 people. The municipality employs 658 staff.

Issues

Anticipating future rising benefits costs, driven in large part by an aging workforce and mental health issues, the municipality undertook a strategic and multifaceted approach to absenteeism. Its main focus was:
- Prevention
- Early intervention
- Return to work

Solutions

Working in partnership with Morneau Shepell, its Employee and Family Assistance Program (EFAP) provider and Sun Life Financial, its wellness provider, the municipality rolled out a comprehensive and integrated program that includes:

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<thead>
<tr>
<th>PREVENTION</th>
<th>EARLY INTERVENTION</th>
<th>RETURN TO WORK</th>
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<tr>
<td>Health and nutrition workshops (targeted to suit employee demographic)</td>
<td>Preventative screening and health assessments</td>
<td>Extended Sick Leave Management Program (administered through Morneau Shepell)</td>
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<td>Subsidized fitness classes</td>
<td>EFAP (available through Morneau Shepell)</td>
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<td>Free membership at municipal fitness centres</td>
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<td>Discounts for family members</td>
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Results

Even with a very generous sick leave policy, the Town of Richmond Hill has a significantly lower absenteeism rate when compared against all other sectors including public, private, and other municipalities. In 2011, the number of days lost per employee was:
- Richmond Hill municipality: 7.7 days
- Municipal average: 10.5 days
- Public sector average: 12.9 days
- Private sector average: 8.2 days

Keys to Success

Richmond Hill municipality attributes its success to:
- a collaborative approach between HR, the employee, the employees’ supervisor, unions, and third-parties (i.e., The Workplace Safety & Insurance Board (WSIB), Morneau Shepell, Sun Life Financial)
- early intervention; and
- listening, respecting, and trusting its employees.

About Morneau Shepell Inc.

Morneau Shepell is the largest company in Canada offering human resources consulting and outsourcing services. The Company is the leading provider of Employee and Family Assistance Programs, as well as the largest administrator of pension and benefits plans. Through health and productivity, administrative, and retirement solutions, Morneau Shepell helps clients reduce costs, increase employee productivity, and improve their competitive position.

For more information, visit morneaushepell.com.

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