

ISSA Good Practice Awards Europe 2016

COMPETITION RESULTS

ISSA Good Practice Awards: Europe 2016

INTRODUCTION

The identification and sharing of good practices helps social security organizations and institutions to improve their operational and administrative efficiency. To this end, the ISSA initiated a Good Practice Awards programme to recognize good practices in the administration of social security.

The ISSA Good Practice Awards are given out on a regional basis over a three-year cycle at each ISSA Regional Social Security Forum. The Award is given at each Forum as well as Certificates of Merit as decided by an international Jury.

THE GOOD PRACTICE AWARD JURY

For the 2014-2016 triennium, the Good Practice Award Jury is composed of the Chair of the Editorial Board of the *International Social Security Review*, a former ISSA President and a representative of the International Labour Office.

ISSA GOOD PRACTICE AWARDS PRIORITY AREAS 2014–2016

- Actuarial valuations
- Communication by social security administrations
- Contribution collection and compliance
- Extension of coverage to difficult-to-cover groups
- Good governance
- Information and Communication Technology
- Investment of social security funds
- Prevention of occupational risks
- Return to work and reintegration
- Service quality
- Workplace health promotion

RESULTS OF THE ISSA GOOD PRACTICE AWARDS – EUROPE 2016

There were 71 entries from 27 organizations in 19 countries. The Jury decided to give the Award to the Department of Social Protection, Ireland, for *Intreo – Integrated welfare and employment service*. The Jury also gave 51 Certificates of Merit, 12 of which received a special mention.

GOOD PRACTICES ON THE ISSA WEB PORTAL

A full description of the winning entries of the ISSA Good Practice Award for Europe, and access to a database of social security good practices from around the world, are available on the ISSA web portal:

www.issa.int/goodpractices

WINNING ENTRY

IRELAND: DEPARTMENT OF SOCIAL PROTECTION

Intreo – Integrated welfare and employment service

Priority area: Service quality

Summary: Following the 2008 financial crisis unemployment in Ireland grew by 300 per cent. The existing fragmented employment and welfare services meant processes were inefficient which impacted adversely on employment outcomes for individuals. A clear business strategy was developed to merge the three organizations dealing with unemployment issues, integrate the services and staff of those organizations, and develop and implement new service processes. One notable innovation was to create a profiling model using the jobseeker questionnaire to predict the probability of a person remaining unemployed for more than 12 months and then assign a case-officer to the high-risk clients. Another innovation was to sign up over 200 key employers to a long-term unemployed and youth activation charter. As a consequence, over 75,000 long-term unemployed individuals have returned to work, the persistence rate from short to long-term unemployment has been reduced to 26 per cent from 35 per cent and the progression rate of very long-term unemployed people has risen from 25 per cent to 44% per cent.

Jury's comment: In a challenging environment, it is a notable achievement to integrate the staff and services of three large organizations, optimize the use of resources, and provide substantial administrative efficiency gains while also prioritizing services to a vulnerable sector of the population – all against a backdrop of severe economic crisis. The results of the new strategy and processes are significant: a win-win for both the administration and its clientele.

CERTIFICATES OF MERIT WITH SPECIAL MENTION FROM THE JURY

BELGIUM: NATIONAL EMPLOYMENT OFFICE

Doing More and Better with Less

Priority area: Good governance

Summary: The objective of this good practice is to ensure the organization continues processing the same or a greater volume of cases, can cope with increasingly complex regulations, and maintain the quality of client services and staff working conditions while also absorbing reductions in its operating budget and staff (in 2015 the administration underwent a 20 per cent reduction in its operating budget and a 5 per cent cut in staff numbers). The different tools and techniques employed have enabled the organization to not only meet its commitments under the contract with the State but even exceed them in some areas. Measured user and employee satisfaction is also rising.

Special mention from the Jury: This project demonstrates a comprehensive approach to addressing the significant challenge of providing the same or better services to the unemployed with fewer human and financial resources.

CROATIA: CROATIAN PENSION INSURANCE INSTITUTE

Electronic records

Priority areas: Good governance, Information and Communication Technology, Service quality

Summary: By providing individuals with fast and secure access to an authenticated document on their employment status stored in the CPII's database, the electronic record system enables persons insured under the Croatian pension insurance system to benefit from freedom of movement within the labour market of the European Union. Each individual record is authenticated when printed by application of a unique combination of features, thus avoiding the authentication of paper documents by a foreign issuer or a public notary.

Special mention from the Jury: This project makes sound use of technology to provide improved and more transparent services to the population. Citizens can access important data 24 hours a day 7 days a week and no longer need to visit the CPII's offices.

FRANCE: INSURANCE SCHEME FOR THE SELF-EMPLOYED

Financial assistance for self-employed contributors in difficulties

Priority areas: Contribution collection and compliance, Extension of coverage to difficult-to-cover groups

Summary: The capacity of the self-employed to make regular payments of contributions is frequently hampered by the unpredictable nature of their income. To ensure the continuity of contributions for "at risk" self-employed workers who are facing financial difficulties due to personal reasons or other reasons beyond their control, the scheme instituted the financial assistance programme to help primarily with health insurance payments, social contributions and eventually other debts. Internal evaluation shows that 88 per cent of debtors requested assistance only once in 5 years and that 60 per cent of debtors paid all their contribution debts within 6 months. As 33 per cent of assisted contributors also have employees, this measure helps preserve employment for those employees as well as the self-employed worker.

Special mention from the Jury: This is a strong initiative which enables viable enterprises to continue functioning despite a context of economic constraint, helps preserve employment and prevents low-income self-employed workers falling into the informal sector and losing social security coverage.

FRANCE: NATIONAL FAMILY ALLOWANCES FUND

“Entitlement Meetings”

Priority areas: Extension of coverage to difficult-to-cover groups, Good governance, Information and Communication Technology, Service quality

Summary: Being aware that many of the most disadvantaged and needy persons are also the least well-informed about their entitlements, the NFAF devised a new more proactive methodology to address this key public issue. A standardized interview grid was developed as the basis for one-to-one interviews, adapted as necessary to the needs of each beneficiary, to examine the potential assistance the individual might be entitled to receive. Of the nearly 400,000 interviews undertaken in 2014 and 2015, 40 per cent resulted in entitlement to Family Allowance Fund benefits.

Special mention from the Jury: This good practice demonstrates a proactive approach to helping vulnerable groups understand and claim the financial assistance to which they are entitled, enabling more people to be lifted out of poverty. It is to be hoped that this initiative might lead to a more general revision of procedures to reach out even more to those in greatest need.

FRANCE: NATIONAL SICKNESS INSURANCE FUND FOR EMPLOYEES

PRADO – Post-hospitalization Home Return Assistance Programme

Priority area: Service quality

Summary: Launched in 2010, this initiative provides assistance to patients in their own homes after a period of hospitalization. The aim is not only to assure an appropriate transition of care to prevent patients being re-hospitalized but also to improve the use of resources and allow patients to return home more quickly than would otherwise be the case. It currently covers hospital patients in the maternity, orthopaedic, chronic obstructive pulmonary disease and chronic wounds areas.

Special mention from the Jury: The approach focuses on the patient and their needs, ensuring health care is coordinated and effective while reducing the period spent in hospital. The systematic and rigorous programme evaluation, which is to be commended, has identified strong patient satisfaction for the initiative and no adverse impact on re-hospitalizations.

GERMANY: GERMAN SOCIAL ACCIDENT INSURANCE

Rehabilitation 3.0 - Design and implementation of the new rehabilitation strategy

Priority areas: Good governance, Return to work and reintegration, Service quality

Summary: The overall concept is to systematically design and implement rehabilitation processes that meet the targets set by the UN Convention on the Rights of the Person with Disabilities. Various projects and studies have been initiated to ensure that all steps and actions involved in the rehabilitation process take into account the individual needs of persons with disabilities so that comprehensive and sustainable occupational and social reintegration can ultimately be achieved.

Special mention from the Jury: This good practice has clear and comprehensive aims and employs a rigorous, integrated management approach. The establishment of a project group comprising rehabilitation managers, the consultation of, and guidance, from the relevant ISSA Guidelines as well as the undertaking of an initial pilot to clarify and improve the processes is a methodology that others may wish to follow.

GERMANY: GERMAN SOCIAL ACCIDENT INSURANCE INSTITUTION FOR THE FOODSTUFFS AND CATERING INDUSTRY, PART OF THE GERMAN SOCIAL ACCIDENT INSURANCE

Weller system: A therapy management model for use by accident insurers

Priority area: Return to work and reintegration

Summary: The Weller system comprises a guide containing 170 principal diagnoses with over 450 diagnosis templates as well as a central database of the length of time and cost of (anonymized) closed cases of all involved insurers. It enables an active therapy management approach and has allowed users of the Weller system in Germany to achieve an average of 25 per cent lower incapacity time compared to unmanaged therapy approaches.

Special mention from the Jury: This is a valuable model of effective therapy management which has resulted in significant efficiency gains. It has great potential for portability to other countries and other sectors in accident insurance.

MALTA: MINISTRY FOR THE FAMILY AND SOCIAL SOLIDARITY

Simplifying and streamlining the yearly review process for Children's Allowance and Supplementary Allowance

Priority area: Information and Communication Technology

Summary: The processes for awarding the income-tested Children's Allowance and Supplementary Allowance were identified as less than optimal and in need of simplification. A project team of key stakeholders was established to reengineer the processes to reduce the administrative time and costs and simplify matters for beneficiaries. An agreement was concluded with the Inland Revenue Department to share data, allowing claims to be based on the income data already submitted to the Revenue thereby eliminating the need for beneficiaries to complete annual review forms. The income of 49 per cent of Children's Allowance beneficiaries and 12 per cent of Supplementary Allowance beneficiaries was substantially higher than previously declared, resulting in an estimated saving of 4 per cent of total expenditure on these benefits.

Special mention from the Jury: The rationalization of processes and leveraging of e-government in this case has produced significant administrative and benefit savings whilst also simplifying the process for claimants.

REPUBLIC OF MOLDOVA: NATIONAL OFFICE OF SOCIAL INSURANCE

Ensuring access of migrant workers to social security benefits through social security agreements

Priority area: Extension of coverage to difficult-to-cover groups

Summary: Given that Moldova has more than 1 million workers abroad, mainly in the Commonwealth of Independent States and European Union countries, it was essential to consider means of ensuring the equality of treatment of its citizens working abroad and to protect their rights to social security. National legislation was amended to provide for the payment of benefits abroad conditional on the conclusion of bilateral agreements with the main destination countries for migrant workers. In addition to the agreements concluded with the Russian Federation, Uzbekistan, Ukraine, Belarus and Azerbaijan between 1995 and 1997, agreements have been concluded with 11 countries of the European Union since 2008.

Special mention from the Jury: This is a significant and pragmatic way to extend social security coverage to the country's substantial number of migrant workers. Prioritizing the conclusion of agreements with the main destination countries has ensured maximum protection for a minimum of resources spent.

POLAND: SOCIAL INSURANCE INSTITUTION

ZUS E-services Platform (PUE) – a modern and comfortable channel of communication

Priority areas: Information and Communication Technology, Service quality

Summary: ZUS has instituted a modern infrastructure platform incorporating different communication channels including the web, telephone, and interactive kiosks as well as counter services in ZUS branches, giving customers a choice in their mode of communication and avoiding creating a digital divide between customers. Through the web, customers can access personalized information if they have a profile on the portal and make appointments with ZUS as well as access general information. Since the launch of the web portal 8.5 million applications have been filed electronically and 420,000 customers have used the interactive kiosk services.

Special mention from the Jury: This is a comprehensive and multi-faceted strategy that seeks to ensure all customers have appropriate and convenient access to ZUS services. Usability audits to assess compliance with website standards and identify any improvements required are commendable.

SWEDEN: SWEDISH PENSIONS AGENCY

The Standard for Pension Projections

Priority areas: Communication by social security administrations, Good governance, Service quality

Summary: The Swedish Pension Agency has created a tool that can be used across the pensions industry, for various kinds of pension schemes and products, to provide a consistent and accurate projection of future pension income. The Standard took nearly four years to develop and agree among pension providers due to the difficulty of defining the assumptions to be used and even what is covered as a “pension”. The end result of the application of the Standard will be that insured persons are more able to make informed decisions concerning work, saving, consumption and retirement age.

Special mention from the Jury: Where multiple possibilities of pension income provision exist it is essential that providers use the same standard assumptions for projections. Involving all pension providers in the design and definition of the Standard is an example of good governance in the regulation of this important area.

SWITZERLAND: SUVA

Innovative performance monitoring with Sumex DRG Expert

Priority areas: Information and Communication Technology, Service quality

Summary: Sumex DRG Expert is a modern web solution with integrated decision support which complements the tariff system (Swiss Diagnosis Related Groups) introduced in 2012 to regulate insurers’ payments for inpatient hospital treatment. In addition to giving health insurers better claim control, the system makes it possible to automatically assess, based on probability theory, the accuracy of treatment codes used in submitted benefit invoices. The resulting requests for medical reports and reviews by specialists of the improbable codes identified by the system has led to invoices being recoded with lower-weighted costs. As a result, in 2015 SUVA was able to reject 50 million Swiss francs – 10 per cent of all treatment costs – as unjustified.

Special mention from the Jury: This is an innovative IT solution to the problem of identifying over-charging in invoices submitted by health service providers. The results in controlling health care costs – a major concern in all countries – have been impressive so far. This project, together with the other good practices submitted by SUVA, is part of a comprehensive drive to improve the management of accident insurance.

CERTIFICATES OF MERIT

AZERBAIJAN: STATE SOCIAL PROTECTION FUND UNDER THE MINISTRY OF LABOUR AND SOCIAL PROTECTION OF THE POPULATION

Automated pension award through a Call Centre

Priority areas: Information and Communication Technology, Service quality

BELGIUM: NATIONAL EMPLOYMENT OFFICE

Management cockpit: Performance steering at the Belgian National Employment Office

Priority area: Good governance

BELGIUM: NATIONAL INSTITUTE FOR HEALTH AND DISABILITY INSURANCE

The "Back to Work" plan: occupational reintegration for invalidity benefit recipients

Priority area: Return to work and reintegration

BULGARIA: NATIONAL SOCIAL SECURITY INSTITUTE

Electronic exchange of documents and data for short-term benefits award and payment

Priority area: Information and Communication Technology

CROATIA: CROATIAN PENSION INSURANCE INSTITUTE

E-applications

Priority areas: Good governance, Information and Communication Technology, Service quality

CROATIA: CROATIAN PENSION INSURANCE INSTITUTE

Electronic death data exchange

Priority areas: Good governance, Information and Communication Technology, Service quality

FINLAND: SOCIAL INSURANCE INSTITUTION

Adoption of electronic documentation for claims submitted on an online customer service platform

Priority areas: Good governance, Service quality

FRANCE: NATIONAL FAMILY ALLOWANCES FUND

"100 per cent paperless, 100 per cent personalized"

Priority areas: Good governance, Information and Communication Technology, Service quality

FRANCE: NATIONAL FAMILY ALLOWANCES FUND

Comprehensive support service for parents undergoing separation

Priority areas: Good governance, Service quality

FRANCE: NATIONAL FAMILY ALLOWANCES FUND

Mediation services in the social security family branch

Priority areas: Good governance, Service quality

GERMANY: GERMAN FEDERAL PENSION INSURANCE

Strong service. Strong firm. The German Statutory Pension Insurance Scheme's service for firms

Priority areas: Prevention of occupational risks, Return to work and reintegration, Service quality, Workplace health promotion

GERMANY: GERMAN SOCIAL ACCIDENT INSURANCE

Social security agencies must respect human rights

Priority areas: Good governance, Prevention of occupational risks, Return to work and reintegration, Service quality

IRELAND: DEPARTMENT OF SOCIAL PROTECTION

Closed Certification Guidelines for General Practitioners

Priority area: Return to work and reintegration

IRELAND: DEPARTMENT OF SOCIAL PROTECTION

SUSI/DSP Claim, Entitlement and Payment Web Service

Priority area: Service quality

ITALY: NATIONAL EMPLOYMENT ACCIDENT INSURANCE INSTITUTE

Creation of the ERA software suite for ergonomic analysis of work activities

Priority area: Information and Communication Technology

ITALY: NATIONAL EMPLOYMENT ACCIDENT INSURANCE INSTITUTE

Measurement of workers' wellness is necessary for a good governance

Priority areas: Good governance, Service quality

ITALY: NATIONAL EMPLOYMENT ACCIDENT INSURANCE INSTITUTE

Prevention and protection measures to reduce exposure to dust containing free crystalline silica

Priority area: Prevention of occupational risks

ITALY: NATIONAL EMPLOYMENT ACCIDENT INSURANCE INSTITUTE

Safety and health at work: A network practice for the support of risk prevention and the spread of workplace safety culture

Priority areas: Prevention of occupational risks, Workplace health promotion

ITALY: NATIONAL EMPLOYMENT ACCIDENT INSURANCE INSTITUTE

The semantic engine ESAW-IRIDE: Accident analysis in support of prevention

Priority area: Information and Communication Technology

JERSEY: SOCIAL SECURITY DEPARTMENT

JobsFest

Priority area: Return to work and reintegration

LITHUANIA: STATE SOCIAL INSURANCE FUND BOARD OF THE REPUBLIC OF LITHUANIA UNDER THE MINISTRY OF SOCIAL SECURITY AND LABOUR

The Electronic Sick Notes and Maternity Leave Certificates Management application system

Priority area: Information and Communication Technology

POLAND: SOCIAL INSURANCE INSTITUTION

Classes with ZUS

Priority area: Communication by social security administrations

POLAND: SOCIAL INSURANCE INSTITUTION

Customer service standards

Priority areas: Good governance, Information and Communication Technology, Service quality

POLAND: SOCIAL INSURANCE INSTITUTION

Innovative model of education for social security physicians

Priority area: Good governance

RUSSIAN FEDERATION: PENSION FUND OF THE RUSSIAN FEDERATION

Actuarial valuations

Priority area: Actuarial valuations

SPAIN: NATIONAL SOCIAL SECURITY INSTITUTE, A PART OF THE FEDERATION OF ADMINISTRATIVE BODIES OF SPANISH SOCIAL SECURITY

Your Social Security Portal

Priority areas: Information and Communication Technology, Service quality

SWEDEN: PUBLIC EMPLOYMENT SERVICE

“Bedömningsstödet” – The Assessment tool

Priority areas: Good governance, Information and Communication Technology, Return to work and reintegration

SWEDEN: SWEDISH PENSIONS AGENCY

Communication based on life events

Priority areas: Communication by social security administrations, Good governance, Service quality

SWEDEN: SWEDISH PENSIONS AGENCY

The Orange Envelope

Priority areas: Communication by social security administrations, Good governance, Service quality

SWEDEN: SWEDISH PENSIONS AGENCY

The rebate model in the Swedish premium pension system

Priority areas: Good governance, Service quality

SWITZERLAND: SUVA

CT-Asbestos screening programme for the early diagnosis of lung cancer

Priority areas: Return to work and reintegration, Service quality

SWITZERLAND: SUVA

Improving co-operation between the Unemployment Insurance Fund, the Regional Employment Service and the Swiss National Accident Insurance Fund

Priority areas: Communication by social security administrations, Return to work and reintegration, Service quality

SWITZERLAND: SUVA

"ParaSuva" case management

Priority areas: Communication by social security administrations, Return to work and reintegration, Service quality

SWITZERLAND: SUVA

The optimised economic benefit of rehabilitation

Priority area: Return to work and reintegration

SWITZERLAND: SUVA

Video otoscopy on board 'audiomobile' vehicles

Priority areas: Prevention of occupational risks, Service quality

TURKEY: SOCIAL SECURITY INSTITUTION

Automatic Payment of Electronic Temporary Incapacity Reports (e-Payment) for the self-employed

Priority areas: Information and Communication Technology, Service quality

TURKEY: SOCIAL SECURITY INSTITUTION

Online Payments Inquiry and Bank Account Submission System

Priority areas: Information and Communication Technology, Service quality

TURKEY: SOCIAL SECURITY INSTITUTION

Supporting the registered employment of women through home-based child-care services

Priority areas: Contribution collection and compliance, Extension of coverage to difficult-to-cover groups, Information and Communication Technology

TURKEY: SOCIAL SECURITY INSTITUTION

The integration of Student Certificates to the Health Benefits Rights Programme

Priority areas: Information and Communication Technology, Service quality

Promoting excellence in social security
Promouvoir l'excellence dans la sécurité sociale
Promoviendo la excelencia en la seguridad social
Förderung von Exzellenz in der sozialen Sicherheit
За повышение стандартов в социальном обеспечении
促进卓越的社会保障
دعم التميّز في الضمان الاجتماعي

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The International Social Security Association (ISSA) is the world's leading international organization for social security institutions, government departments and agencies. The ISSA promotes excellence in social security administration through professional guidelines, expert knowledge, services and support to enable its members to develop dynamic social security systems and policy throughout the world. Founded in 1927 under the auspices of the International Labour Organization, the ISSA counts more than 320 member organizations in over 150 countries.