



Transitional Work Program Policy & Procedures



Lorain City Schools

BWC Policy Number: 34705351



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PURPOSE

Transitional Work is an interim step in the physical recovery of an Injured Employee who experiences a work-related injury. Transitional Work Programs use job tasks or a combination of tasks and functions that an individual with work restrictions may safely perform. It also utilizes on-site based rehabilitation services to facilitate an Injured Employee's return to full-duty work. Transitional Work Programs combine real work activities with on-site based rehabilitation services as the principal means in the worker's physical recovery. The plans also structure a productive, compensated return to full duty.

MISSION STATEMENT

It is the policy of Lorain City Schools to effectively manage workers' compensation losses and invoke cost-containment measures for workers' compensation claims while maintaining the working status of our Injured Employees.

This program aims to provide employment after the onset of a work-related injury, accident, or illness, allowing for reasonable accommodations and/or alternative positions within Lorain City Schools based upon any restrictions established by the treating physician. Non-work-related accidents, injuries, or illnesses will be handled on a case-by-case basis. Transitional Work is a temporary accommodation.

Our goal is to return all Injured Employees to their original employment positions within 12-weeks after a work-related injury. If the Injured Employee cannot return to his/her original position, an alternative assignment may be pursued.

DEFINITIONS

Bureau of Worker's Compensation (BWC): Administers Ohio's insurance system for employees who are injured on the job or who contract a disease through their occupation.

Managed Care Organization (MCO): Minute Men OhioComp (Phone: 888-644-6266 & Fax: 888-644-7339) is Lorain City Schools' MCO responsible for the medical management of a workers' compensation claim. As part of this medical management process, Minute Men OhioComp is to assist employer secure return-to-work restrictions, full-duty release to return to work, and to ensure that the Injured Employee is not having trouble with his/her return to work. Additionally, Minute Men OhioComp is also to offer assistance with the authorization of medical treatment and payment of the subsequent bills in workers' compensation claims.

On-Site PT/OT: The Physical Therapist or Occupational Therapist who provides rehabilitation services to the Injured Employee at the workplace.

Physician of Record (POR): The physician who is treating the Injured Employee.

Return-To-Work Coordinator (RWC): The key person in the Transitional Work Program's operational process. The role of the Return-To-Work Coordinator is essential to ensure that the program functions correctly. The Return-To-Work Coordinator must possess excellent communication skills and react promptly to all work-related injuries or illnesses.



Third-Party Administrator (TPA): Minute Men HR is Lorain City Schools' TPA. Minute Men HR's role is to ensure Lorain City Schools' best interests are met. This may include representation at workers' compensation hearings, advice on cost savings, and rate verification.

Temporary Period of Work Restriction: A work restriction anticipated to last no longer than 12-weeks.

Transitional Work Committee (TWC): The committee monitors the Transitional Work Program and ensures that its policy and procedures are modified as Lorain City Schools' needs change. It also provides dispute resolution, assists with program evaluation, and educates Lorain City Schools' employees about the program. The TWC will meet at least annually to review the Transitional Work Program's Policy and Procedures. The TWC members are identified in Attachment I.

Transitional Work Program (TWP): Temporary work assignment within the Injured Employee's current restrictions per the treating physician's instructions with the goal of returning the employee to full-time employment.

Transitional Work Team (TWT): Monitors the progress of the Injured Employee who participates in the program with the goal of decreasing the restrictions and increasing work tasks to full duty. Individuals of the Transitional Work Team may include the following:

- Injured Employee
- Return-To-Work Coordinator
- Immediate Supervisor
- Physician of Record
- Managed Care Organization
- Field Case Manager
- On-Site PT/OT
- Third-Party Administrator
- Bureau of Workers' Compensation

Modified Duty Off-Site Program ("MDOS"): If Lorain City Schools is unable to accommodate the restrictions of an employee, employees may be placed in roles with outside organizations (usually non-profits) to accommodate any restrictions until the injured employee is cleared to return to work full duty. MDOS is an option for transitional work.



ROLES AND RESPONSIBILITIES

Injured Employee's Role:

Responsibilities

- Report the incident to a Supervisor/Manager or building principal immediately following the incident, but no later than the end of that shift. Failure to do so may jeopardize any workers' compensation claim filed.
- Complete the Public School Works Injury Report within 24-hours of the injury. If the Injured Employee is unable to complete the documentation due to the injury or other condition and a witness has been identified, the witness should complete the Witness Statement Form (Attachment C) and return it to the Return-To-Work Coordinator. The Injured Worker must complete the Injury Report upon first availability within 7 days after alleged injury if not able to complete immediately after the injury if physically incapacitated.
- Seek treatment with occupational medicine. (Attachment L)
- Verify that the Physician of Record completes the Physician's Report of Work Ability Form/MEDCO-14 (located in the Forms Section of this manual).
- After the Physician of Record has released the Injured Employee to return to work with restrictions, the Injured Employee:
 1. Give a copy of the MEDCO-14 (work restriction sheet) to the Return-To-Work Coordinator, so appropriate job tasks can be assigned that are within the work restrictions.
 2. Complete and sign the Transitional Work Program Participation Agreement Form (Attachment A).
 3. Read and confirm understanding of the Injured Employee's Rights and Responsibilities (Attachment E).
 4. Maintain regular, work attendance as outlined in his/her individualized plan.
 5. Maintain copies of all documents submitted to the Ohio Bureau of Workers' Compensation for his/her records.
 6. Comply with the Physician of Record's and/or the On-Site PT/OT's clinical instructions and work restrictions while maintaining safe work practices.
 7. Notify the Return-To-Work Coordinator of any changes in his/her condition or modifications in his/her work restriction.
 8. Report problems/concerns to the Return-To-Work Coordinator, Physician of Record, and/or On-site PT/OT.
 9. Complete a Transitional Work Program Satisfaction Questionnaire (Attachment H) after returning to full-duty.



Return-To-Work Coordinator's Role:

The Return-To-Work Coordinator is the key person in the operational process. The Return-To-Work Coordinator's role is essential to ensure that the program functions correctly.

Lorain City Schools has designated Sandy Harrell as the Return-To-Work Coordinator.

Responsibilities

- Ensure that work-related injuries are reported.
- Insure the Public School Works Injury Reports are completed. If the Injured Employee is unable to complete the documentation due to the injury or other condition and a witness has been identified, will ensure the Witness Statement Form has been completed. When the Injured Employee becomes available after any physical incapacity, he/she must complete the Public Worker Injury Report with 7 days after alleged injury.
- Ensure all incident/injury reporting materials are completed.
- Report all injuries requiring medical treatment to Lorain City Schools' Managed Care Organization: Minute Men OhioComp (Phone: 888-644-6266 & Fax: 888-644-7339) within 24-hours of the injury occurring.
- Complete the Transitional Work Program Participation Agreement (Attachment A).
- Issue Injured Employees the Injured Employee's Rights and Responsibilities sheet (Attachment E).
- Offer On-Site PT/OT services to Injured Employees when PT or OT has been prescribed.
- Assist Injured Employee with Modified Duty Off Site program should transitional work not be available on site at Lorain City Schools.
- Establish and maintain communication with key program participants, including the Injured Employee, work supervisor, Physician of Record, case manager, and On-site PT/OT (if applicable).
- Coordinate with the Managed Care Organization to send the Letter to the Physician of Record regarding the Transitional Work Program (located in the Forms and Letters section of this manual) and the Job Analysis (located the Job Analysis section of this manual) when Injured Employees are not released to return to work after work-related injuries
- Send the Offer of Transitional Work Letter (located in the Forms and Letter section of this manual) to Injured Employees who are not working (by regular and certificate of mailing when necessary) and contact the Third-Party Administrator (TPA) to initiate filing the appropriate form when non-compliance is an issue. The TPA may contact legal counsel, if necessary.
- Maintain a separate case file for all participants. Its contents should include accident report forms, therapy progress notes, case notes, prescriptions, job analysis information, and other necessary information.
- Issue and collect the Transitional Work Program Satisfaction Questionnaires (Attachment H) to/from Injured Employees upon completion or discontinuation of Injured Employees' Transitional Work Programs.
- Complete Transitional Work Program Completion/Closure Form (Attachment G) upon the completion or discontinuation of Injured Employees' Transitional Work Programs.
- Schedule and conduct meetings with the Transitional Work Committee at least annually.



Manager/Supervisor's Role:

- Ask the Injured Employee if medical treatment is necessary.
 - If yes:
 - Instruct the Injured Employee to visit Public School Works to report the injury and complete the paperwork.
 - Give the Injured Employee an Injury Packet.
 - Complete the Supervisor report on Public School Works.
 - If no:
 - Complete the Supervisor report on Public School Works.

Physician of Record's Role:

The Physician of Record will identify temporary restrictions for work.

Responsibilities

- Complete FROI-1 and MEDCO-14 forms and fax to:
 1. Return-To-Work Coordinator, Sandy Harrell
 2. Minute Men OhioComp (Phone: 888-627-7586 & Fax: 888-711-9284)
- Complete a MEDCO-14 or similar form with each successive visit to determine physical ability to participate in the Transitional Work Program.
- Review the Job Analysis and Job Description of the Injured Employee's full-duty job and make recommendations regarding his/her ability to return to work.
- Complete a C-9 form if the Injured Employee is to have any treatment for injuries sustained requiring prior- authorization and faxes it to Minute Men OhioComp (Phone: 888-627-7586 & Fax: 888-711-9284).
- Review and approve transitional work assignments in conjunction and collaboration with Lorain City Schools Transitional Work Program, Return-To-Work Coordinator, Vocational Case Manager, Supervisor, and On-site PT/OT. Lorain City Schools reserves the right to send the Injured Employer to a physician of their choice for any restrictions or to approve any transitional work assignment.
- Review the Job Analysis every 30 days, update the MEDCO 14, and (if applicable) increase Injured Employee's work tasks. If the physician has provided a prescription for PT/OT, and the Injured Employee has agreed to On-site PT/OT, the on-site therapist will be responsible for this review and coordination on a weekly basis. A report of progress will be provided to the attending physician every two weeks during program participation.



On-Site Physical or Occupational Therapist's Role:

Under the POR's direction, the On-Site PT/OT is responsible for the clinical supervision of the injured Employee during the Transitional Work Program. The therapist will gather information to ensure an accurate understanding of the physical and environmental job demands placed on the Injured Employee while transitioning him/her back to full-duty work.

The on-site therapy provider for Lorain City Schools is Work Injury Solutions, LLC, Phone: 330-635-2059; Fax: 330-319-8287.

Responsibilities

- Assist in communication between the Return-To-Work Coordinator, Physician of Record or any physician obtained by Lorain City Schools, Managed Care Organization case manager, and Injured Employee.
- Perform an initial evaluation to assess musculoskeletal status of Injured Employee before initiating the Transitional Work Program.
- Assist the Return-To-Work Coordinator in identifying transitional duty tasks that are meaningful and aid in the recovery of the Injured Employee.
- Use Job Analyses and functional capacity information to develop a Transitional Work Program within the Injured Employee's work restrictions.
- Recommend accommodations/work tasks and assist in coordinating task progression and treatment within the Injured Employee's work restrictions.
- Coordinate with the Return-To-Work Coordinator accommodations or work task modifications during the Injured Employee's Transitional Work Program.
- Recommend ergonomic modifications or the use of adaptive equipment when necessary.
- Establish a schedule of on-site treatment sessions to facilitate the Injured Employee's conditioning, task progressions, and work adjustment.
- Provide consultation to the Return-To-Work Coordinator about safe work practices that are compatible with the Injured Employee's functional capacities and in compliance with any work restrictions noted by the treating physician or authorized professional.
- Identify barriers in participating / returning to regular duties.
- Review Injured Employee's progress in plan with Return-To-Work Coordinator, Managed Care Organization case manager, Physician of Record, or any physician obtained on behalf of Lorain City Schools, if necessary.



Managed Care Organization's Role:

Lorain City Schools' Managed Care Organization is Minute Men OhioComp (Phone: 888-627-7586 & Fax: 888-711-9284).

Responsibilities

- Process First Report of Injury Form/FROI-1 in a timely matter and monitor all claims.
- Assist in obtaining Physician's Work Ability Form / MEDCO 14 for participation in the Transitional Work Program.
- Authorize appropriate Treatment Request Forms / C-9 from physicians.
- Refer cases to Vocational Rehabilitation Case Managers to assist with return-to-work services and or injuries, which have Lost Time status when recommended by the Physician of Record and/or physician obtained on behalf of Lorain City Schools.
- Maintain responsibility for authorization and payment of necessary medical treatment and services in conjunction with Managed Care Organization and state workers' compensation guidelines.

Third-Party Administrator's Role:

Third-Party Administrator for Lorain City Schools is Minute Men HR.

Responsibilities

- Assist in the evaluation and recommendation of the compensability of work-related claims. The Ohio Bureau of Workers' Compensation maintains jurisdiction over the final determination of all claims filed.
- Assist in making appropriate referrals for external case management services to facilitate the Injured employee's participation in the Transitional Work Program.
- Oversee issues related to the Injured Employee's participation or non-participation in the Transitional Work Program.
- File appeals and motions, attend hearings, and negotiate settlements on behalf of Lorain City Schools with assistance of legal counsel, if necessary.
- Assist the Injured Employee and Return to Work Coordinator with Modified Duty Off-Site should transitional work not be available on site at Lorain City Schools.



Transitional Work Committee's Role:

Lorain City Schools has developed a Transitional Work Committee to assist with management of the Transitional Work Program. The Transitional Work Committee members are identified in Attachment I.

Responsibilities

- Conduct an annual meeting to review the Transitional Work Program's Policy and Procedures, Transitional Work Program Satisfaction Questionnaires (Attachment H). The Transitional Work Committee will provide summary reporting and any recommendations for program improvements. The Transitional Work Committee will review and affirm continued support of the existing policy and procedures of the program. Should transitional work not be available on-site at Lorain City Schools, modified off-site placement may be an option.
- Serve as a mechanism for Injured Employees and Supervisors to share issues and ensure issues are identified resolved in a timely manner. These grievances are in relation to the Transitional Work Program only. The Dispute Resolution Policy and can be found under the Dispute Resolution Section of this Policy and Procedure.
- Review the process of implementation of this Transitional Work Program and amend the program, as necessary.

Bureau of Workers' Compensation's Role and Responsibilities

- Maintain a record of allowed conditions in the claim.
- Ensure all parties to the claim are meeting responsibilities related to maintaining or restoring employability for the Injured Employee.
- Oversee and determine the appropriateness of all claim activity.
- Provide assistance of Transitional Work Programs if required by the employer.
- Coordinate the payment of Temporary Total or Living Maintenance payments when necessary.
- Conduct annual reviews of employer risk and exposure to loss related to work injuries and sets premium rates.



Vocational Rehabilitation Case Manager's Role:

Within the transitional work setting for claims that have not reached Lost Time status, the Vocational Rehabilitation Case Manager may be utilized to:

- Communicate with Physicians of Record and PTs/OTs regarding Injured Employees' medical conditions and progress.
- Assist with ensuring compliance with treatment plans and program guidelines.
- Coordinate a gradual return to work or assist with the development of a transitional work assignment by matching current physical ability with essential job functions or modifications thereof.

The Vocational Rehabilitation Case Manager may also be involved when a claim reaches Lost Time status. A need for assistance with the return-to-work process has been identified by the Managed Care Organization, Employer, or the BWC. The Vocational Rehabilitation Case Manager usually assumes the role of service coordinator. This may include:

- Coordinating prescribed restorative services such as PT, OT, and/or work conditioning.
- Arranging for a Functional Capacities Evaluation (FCE) to assess current physical abilities.
- Performing or coordinating a Job Analysis for the purposes of matching physical abilities to essential job functions.
- Communicating with medical service providers such as physicians, physical therapists, and/or occupational therapists regarding the Injured Employee's medical progress.
- Assisting Injured Employees with the development of a feasible vocational goal.
- Facilitating Injured Employees' acquisition of job-seeking and interviewing skills to obtain employment when appropriate.
- Assist Injured Employees with Modified Duty Off-Site placement.



GUIDELINES

- Transitional work assignments are **temporary**. Transitional work assignments are designed to facilitate a return to regular, full-duty work. They are not intended to become permanent work accommodations described under the Americans with Disabilities Act (ADA).
- All transitional work assignments will be coordinated in conjunction with the Injured Employee's job classification. If work is not available in the Injured Employee's job classification, then work within his/her restrictions may be assigned.
- The Injured Employee may continue in the Transitional Work Program for up to 12-weeks if he/she is making medical progress toward recovery and returning to full-duty work. Transitional work assignment may be extended beyond 12-weeks only under the medical provider's advice and the approval of Lorain City Schools and the Return-To-Work Coordinator.
- Transitional work assignments should immediately be offered upon an Injured Employee's release to return to work with restrictions by his/her Physician of Record or by a physician obtained on behalf of Lorain City Schools and when transitional work is available. The transitional work assignment must be in accordance with the medical restrictions noted by the Physician of Record or authorized professional.
- Transitional Work Program Participation Agreement (Attachment A) should be completed and faxed to the Managed Care Organization upon the Injured Employee's release to return to work with restrictions by his/her Physician of Record and when transitional work is available.
- The Injured Employee will be paid his/her full wages while participating in the Transitional Work Program. The Injured Employee's eligibility for any pay increase or reduction in hours while on a transitional work assignment will be the same as any uninjured employee performing his/her regular job duties in the same position.
- Injured Employee absences from work during transitional work assignment for reasons unrelated to a workplace illness or injury will be handled in accordance with the personnel policies of Lorain City Schools.
- To participate in this program, the Injured Employee's restrictions must be temporary and not permanent. The Employee must also sign the Transitional Work Program Participation Agreement (Attachment A). Only Injured Employees who have sustained a work-related injury or accident may participate.
- Injured Employees are not permitted to participate in extra-curricular activities either during or after regular school hours outside of the agreed upon work specified in the transitional work letter. This includes any coaching or any other work outside of an injured employees 40-hour per week work schedule.
- Transitional work assignments should be evaluated by the Return-To-Work Coordinator every two weeks when possible and addressed with the Injured Employee's Physician of Record and/or treating on-site physical therapist or occupational therapist.



- On-site PT/OT will be utilized, when possible, to assist the Injured Employee with remain at work/return to work goals. When the Injured Employee's physician orders PT or OT, the Return-To-Work Coordinator will offer on-site services. If the Injured Employee accepts the offer for on-site PT/OT, the Employee Engagement Manager / Return-To-Work Coordinator will coordinate these services with Work Injury Solutions or the preferred on-site rehabilitation provider.
- Transitional work assignments may not exceed 40-hours per week. An assignment may be less than 40 hours per week. Overtime is not available to Transitional Work Program participants.



GOALS AND BENEFITS

Goals:

The goals of Lorain City Schools' Transitional Work Program are to reduce the overall workers' compensation experience rating and establish a program that incorporates central communication and includes the education and training of Department Managers, Supervisors, and Injured Employees.

This Transitional Work Policy and Procedures establish the guidelines and working format of the program. The Policy and Procedures explain how the program will operate, who facilitates the program, program eligibility criteria, program timeframes, and evaluation methods.

Benefits:

A Transitional Work Program can benefit both the Injured Employee and Lorain City Schools.

Injured Employee:

- Tends to recover more quickly
- Participates in some type of work activity as soon as he/she is medically stable
- Remains "on the clock" while participating in his/her rehabilitation
- Experiences a smoother transition back to regular duty
- Receives 100% of his/her regular wage and enjoys a more normal lifestyle during recovery

Lorain City Schools:

- Retains trained and experienced workers
- Reduces direct and indirect costs associated with the claim
- Reduces the loss of production
- Direct and seamless communication with the treating PT/OT
- Reduces total cost of Workers' Compensation Disability
- Promotes Injured Employee morale
- Shows management commitment to Injured Employees welfare.



ELIGIBILITY AND CRITERIA

Eligibility:

- Injured Employees who sustain work-related injuries, occupational diseases, or occupational illnesses are eligible to be evaluated for participation in the Transitional Work Program.
- The injury must be reported to the Injured Employee's Supervisor or the building principal.
- The Employee must complete the Public School Works Injury Report. If the Injured Employee is unable to complete the documentation due to the injury or other condition and a witness has been identified, the witness should complete the Witness Statement Form (located in the Injury Packet) and return it to the Return-To-Work Coordinator.
- Injured Employees who participate in the Transitional Work Program will be paid their full hourly rate or salary for a period not to exceed 12-weeks, unless an extension is approved after the first 12-weeks.
- Injured Employees referred to the Transitional Work Program will be evaluated routinely to assess their appropriateness and ongoing eligibility for program participation. All evaluations of Injured Employees' improvement in physical abilities shall be performed by a licensed professional. Task assignment may be provided by any one of the following program partners:

1. Return-To-Work Coordinator: Sandy Harrell

2. Lorain City Schools' Preferred Occupational Medicine

QUICKmed Urgent Care
1025 W 23rd Street
Lorain, OH 44052
Phone: (440) 444-1757
Hours: M-F, 8a-4p

3. On-Site Rehabilitation Provider

Work Injury Solutions, LLC
Phone: 330-635-2059; Fax: 330-319-8287
E-mail: sbailey@wisohio.com



Entry and Exit Criteria:

Entry Into The Transitional Work Program

- The Injured Employee's medical condition temporarily prevents The Injured Employee from performing the job's essential functions.
- The Injured Employee has voluntarily agreed to participate in the plan and has signed the Transitional Work Program Participation Agreement (Attachment A)
- The Injured Employee's Physician of Record or physician obtained on behalf of Lorain City Schools has certified that the Injured Employee has a temporary condition and has identified his/her work restrictions.
- The Transitional Work Assignment must be within the work restrictions provided by the Physician of Record or physician obtained on behalf of Lorain City Schools

Exit From the Transitional Work Program:

- The Injured Employee achieves transitional work goals, can perform all essential functions of The Injured Employee's original job, and is released to regular/full-duty work by the Physician of Record or physician obtained on behalf of Lorain City Schools .
- Injured Employee's 12-week, transitional work milestone has been reached, and he/she is unable to return to his/her full-duty job. An assessment should be performed to determine the next course of action.
 - Course of action may include:
 1. An extension of the Transitional Work Program may be granted with the approval of the Physician of Record or physician obtained on behalf of Lorain City Schools, Department Manager, Return-To-Work Coordinator, and/or On-site Therapist after assessing these indicators: Injured Employee's participation levels, documented medical progress, the ability of the department to continue to accommodate, and whether medical documentation suggests a more serious problem requiring attention.
 2. If the assessment reveals that continuing the Transitional Work Program beyond 12-weeks is not warranted and an extension is not approved, the Injured Employee may be referred for Vocational Rehabilitation Services.



IMPLEMENTING THE TRANSITIONAL WORK PROGRAM FOR NEW INJURIES

- A work-related injury occurs
- The Injured Employee reports the incident to a Supervisor/Manager of the building principal immediately and obtains an Injury Packet.
- The Injured Employee completes the Public School Works Injury Report. If the Injured Employee is unable to complete the documentation due to the injury or other condition and a witness has been identified, the witness should complete the Witness Statement Form (Attachment C) and return it to the Return-To-Work Coordinator. Injured Employee must complete the Injury Report upon first availability within 7 days after the alleged injury if not able to complete immediately after the injury if physically incapacitated.
- The Injured Employee seeks medical attention at an occupational medicine clinic (see Attachment L) or to the nearest emergency room dependent upon the time of day and severity of the injury.
- The Injured Employee, Supervisor, and/or building principal reports the incident to the Return -To-Work Coordinator.
- Return-To-Work Coordinator gathers information from the Injured Employee, Supervisor, Witness and the Physician of Record.
- Return-To-Work Coordinator contacts Minute Men OhioComp (Phone: 888-627-7586 & Fax: 888-711-9284).

The following scenarios are merely examples to be used for illustrative purposes and not relied on for any specific claim as each claim should be considered on a case by case basis.

SCENARIO 1: Injured Employee is released to work with restrictions, and the Return-To-Work Coordinator can communicate with the Injured Employee:

1. The Return-To-Work Coordinator offers modified duty work that is within the work restrictions.
2. The Return-To-Work Coordinator and Injured Employee complete the Transitional Work Program Participation Agreement (Attachment A).
3. The Return-To-Work Coordinator issues the Injured Employee the Injured Employee's Rights and Responsibilities sheet (Attachment E).
4. If physical or occupational therapy is prescribed, the Return-To-Work Coordinator contacts the Injured Employee and offers on-site rehabilitation services.
 - i. If the Injured Employee accepts the offer of on-site rehabilitation, the Return-To-Work Coordinator contacts Work Injury Solutions, LLC at 330-635-2059 or via e-mail at sbailey@wisohio.com.
 - ii. If the Injured Employee does not want to participate in on-site rehabilitation, he/she is responsible for scheduling rehabilitation visits before or after regular work hours or must use personal time (ex. Sick time) for appointments made during normal working hours.



SCENARIO 2: Injured Employee has been released to work with work restrictions by the Physician of Record, but the Return-To-Work Coordinator is unable to communicate with the Injured Employee in person or via phone to offer a transitional work assignment:

The Return-To-Work Coordinator sends an Offer of Transitional Work Letter (located in the Forms and Letters section of this manual) via certified mail with tracking to the Injured Employee and/or via electronic email. The Injured Employee has 24-hours after receipt or 5-business days after the letter has been sent to respond.

1. If the Injured Employee fails to respond or refuses the transitional work offer:
 - a. The Return-To-Work Coordinator should verify receipt of certified Letter and notify the Third-Party Administrator and Managed Care Organization of the failure to respond or refusal to participate.
 - b. The Third-Party Administrator and Managed Care Organization will contact the Bureau of Workers' Compensation pending review by legal counsel on behalf of Lorain City Schools.
 - c. The refusal may affect the Injured Employee's eligibility and rights to receive ongoing monetary state benefits, including salary continuation and select medical treatment as defined by the BWC and Industrial Commission of Ohio.
2. If the Injured Employee responds and agrees to return to Work:
 - a. The Return-To-Work Coordinator reviews the work restrictions for guidance in assigning transitional work assignments.
 - b. The Return-To-Work Coordinator and Injured Employee completes the Transitional Work Program Participation Agreement (Attachment A).
 - c. The Return-To-Work Coordinator issues the Injured Employee the Injured Employee's Rights and Responsibilities sheet (Attachment E).
 - d. If physical or occupational therapy is prescribed, the Return-To-Work Coordinator contacts the Injured Employee and offers on-site rehabilitation services.
 - i. If the Injured Employee accepts the offer of on-site rehabilitation, the Return-To-Work Coordinator contacts Work Injury Solutions, LLC at 330-635-2059 or via e-mail at sbailey@wisohio.com.
 - ii. If the Injured Employee does not want to participate in on-site rehabilitation, he/she is responsible for scheduling rehabilitation visits before or after regular work hours or must use personal time (ex. Sick time) for appointments made during normal working hours.



SCENARIO 3: The Physician of Record does not release the Injured Employee to return to work:

The Return-To-Work Coordinator sends or faxes a copy of the Injured Employee's Job Description and Job Analysis and the Letter to Physician Regarding Transitional Work Program (located in the Forms and Letters section of this manual) to the Physician of Record requesting release to full-duty or release to work with restrictions.

- a. If the Physician of Record does not respond or does not release the Injured Employee back to work with restrictions, the Return-To-Work Coordinator will contact the Third-Party Administrator and Managed Care Organization. . If there is no response from the Physician of record, then Lorain City Schools may send the Injured Worker to a physician obtained on their behalf.
- b. If the Physician of Record releases the Injured Employee to return to work with restriction and the Return-To-Work Coordinator can communicate with the Injured Employee:
 - i. The Return-To-Work Coordinator reviews the work restrictions and offers modified duty work that is within the work restrictions.
 - ii. The Return-To-Work Coordinator reviews the work restrictions for guidance in assigning transitional work assignments.
 - iii. The Return-To-Work Coordinator and Injured Employee completes the Transitional Work Program Participation Agreement (Attachment A).
 - iv. The Return-To-Work Coordinator reviews the work restrictions for guidance in assigning transitional work assignments.
 - v. The Return-To-Work Coordinator issues the Injured Employee the Employee's Rights and Responsibilities sheet (Attachment E).
 - vi. If physical or occupational therapy is prescribed, the Return-To-Work Coordinator contacts the Injured Employee and offers on-site rehabilitation services.
 1. If the Injured Employee accepts the offer of on-site rehabilitation, the Return-To-Work Coordinator contacts Work Injury Solutions, LLC at 330-635-2059 or via e-mail at sbailey@wisohio.com.
 2. If the Injured Employee does not want to participate in on-site rehabilitation, he/she is responsible for scheduling rehabilitation visits before or after regular work hours or must use personal time (ex. Sick time) for appointments made during normal working hours.

SCENARIO 4: Injured Employee can perform full-duty work, and the Physician of Record or a physician obtained by Lorain City Schools releases the Injured Employee to full-duty. The Injured Employee will return to full duty with no restrictions, will not be a candidate for the Transitional Work Program.



TRAINING FOR EMPLOYEES

- The Return-To-Work Coordinator and Transitional Work Committee will provide training and review of the Transitional Work Program's Policy and Procedures with each department on an annual basis.
- If the Transitional Work Committee changes Transitional Work Program's Policy and Procedures, the Return-To-Work Coordinator will inform the employees about the changes.
- All newly hired workers will receive training on the Transitional Work Program (see PowerPoint in Training and Education section) as part of their new employee orientation. They will be asked to sign the Transitional Work Program Statement of Policy form (located in the Training Section of this manual) indicating that they have been educated on the Transitional Work Program Policy and Procedures.

Items of discussion for the training of Injured Employees include:

1. Description and benefits of transitional duty
2. Steps to follow in the event a work-related injury
3. Typical questions and answers related to the program
4. The Dispute Policy related to the Transitional Work Program



DISPUTE RESOLUTION PROCESS

- Injured Employees participating in the Transitional Work Program will have the same rights and responsibilities as any employee performing his/her regular job duties in the same position. If an Injured Employee believes that he/she has been treated unreasonably about his/her rights, the complaint procedure, as outlined below, will be followed.
- Lorain City Schools encourages its Injured Employees voice concerns regarding The Transitional Work Program. The following Dispute Resolution process was established to resolve complaints timely, fairly, efficiently, and to uphold a commitment to foster a safe environment for Injured Employees to return to work through the Transitional Work Program.
- A dispute is defined as an Injured Employee's expressed feeling of dissatisfaction concerning conditions of services provided or treatment by any member of Lorain City Schools or its' vendors.
- Return-To-Work Coordinator reviews disputes regarding the Transitional Work Program monthly. The review identifies areas of concern and evaluates the actions taken to recommend a change in policy and procedure, which may prevent recurring problems of similar nature.
- The Transitional Work Committee will review all disputes to ensure that appropriate action was taken toward resolution and to identify any trends and/or program improvements.
- If there is a dispute regarding the medical treatment, payment of medical bills, or allowing services, the Injured Employee must contact the Managed Care Organization.
- For issues related to an Injured Employee's Workers' Compensation claim, Rules and Procedures outlined by the Ohio Bureau of Workers' Compensation and/or the Ohio Industrial Commission will be followed.

Procedure:

1. The participant must bring the matter to the Return-To-Work Coordinator, in writing, within 7-scheduled days of the occurrence. The Return-To-Work Coordinator will document the complaint on the Transitional Work Program Dispute Resolution Form (Attachment F).
2. The Return-To-Work Coordinator will investigate the complaint with appropriate parties and communicate resolution or action toward resolution, in writing, to the Injured Employee within 7-business days from the receipt of the grievance. The Transitional Work Program Dispute Resolution Form will be completed and changes in the Transitional Work Program process if needed.

If the dispute relates to the Return-To-Work Coordinator, the Injured Employee will be permitted to submit the dispute to a member of the Transitional Work Committee for review and resolution. The Transitional Work Committee member must follow the same guidelines for resolution.



EVALUATION PROCESS

- The purpose of the Plan Evaluation Process is to evaluate and ensure the Transitional Work Program is meeting identified needs and objectives.
- The Transitional Work Committee will evaluate the Transitional Work Program on an annual basis. Comments from Injured Employees will be used to identify areas for improvement.
- Upon completion of the Injured Employee's Transitional Work Program, The Injured Employee will be asked to complete a Transitional Work Program Satisfaction Questionnaire (Attachment H). The questionnaire will be used to evaluate the program's effectiveness and assist with the Transitional Work Program's improvement.
- The Return-To-Work Coordinator will routinely review all Transitional Work Program participants' progress and, if necessary, solicit the help of the Physician of Record, On-Site PT/OT, Vocational Rehabilitation Case Manager, Managed Care Organization, Third-Party Administrator and/or the Bureau of Workers' Compensation.
- The Transitional Work Program Evaluation Spreadsheet (Attachment J) will be maintained to track data elements used to qualify and quantify the Transitional Work Program's success. The Return-To-Work Coordinator will maintain this data. Areas or departments in need of process improvement will be identified. Data elements that may be used in ongoing tracking and evaluation are listed below:
 1. Injured Employee's name
 2. Department
 3. Position
 4. Date of injury
 5. Injury type
 6. Last date worked-without restrictions
 7. Date returned to work-with restrictions
 8. Date released/returned to regular position
 9. Date released/returned to another position (ADA, etc.)
 10. Use of Wage Continuation in coordination with the Transitional Work Program.
- The cost savings can be quantified based on the reduced number of lost workdays (compared to historical data); the average number of light-duty days in the Transitional Work Program versus the number of days spent performing light-duty work before the implementation of the Transitional Work Program.
- Additional data elements that could be collected to quantify the effectiveness of the Transitional Work Program further are listed below:
 1. Indemnity (wage) replacement cost
 2. Litigation costs (Injured Employee's and/or employer's attorney fees)
 3. Reductions in reserves
 4. Frequency and duration (severity) of lost-time claims
 5. Cost-benefit analysis as compared to years prior
 6. Productivity measured and maintained within the department for which an Injured Employee is participating in transitional work.



GLOSSARY

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| Job Analysis (JA) | <p>Written assessment of the Injured Employee's actual work activities of their regular /routine position. Determines and documents the functional/physical demands of that job. The assessment completed by a licensed professional, such as a physical therapist, occupational therapist, ergonomist, or field case manager. It is used to determine if an Injured Employee can perform his/her job, or any part of that job, following an injury that results in temporary or permanent restrictions.</p> |
| Managed Care Organization (MCO) | <p>Responsible for the coordination, review, and authorization of necessary medical treatment and the overall treatment plan of an Injured Employee. Also responsible for review and payment processing of related medical bills.</p> <p>Does NOT oversee prescription services and authorizations related to industrial injuries. Ohio Bureau of Workers' Compensation administers this.</p> |
| On-Site Therapist | <p>Physical Therapist or Occupational Therapist who provides rehabilitation services to the Injured Employee at the workplace. The attending physician prescribes these services.</p> <p>An effective treatment alternative allows the On-site Therapist to assist in assessing how the Injured Employee is physically progressing in relation to his/her transitional work assignments or regular job tasks.</p> <p>Used in lieu of clinic/hospital-based therapy where able.</p> <p>On-site Therapy helps the Injured Employee and the employer by reducing time lost from work attending clinics and by being able to identify better barriers that occur at the workplace which may affect an Injured Employee's transition back to their regular job. Barriers to a successful transitional duty are incorrect lifting, bending, transitional work assignments that may not fit the injured employee's work restrictions, etc.</p> |
| Physical Abilities Evaluation or Functional Capacity Evaluation (FCE) | <p>Diagnostic observation and testing are used to determine the physical abilities and restrictions of an Injured Employee.</p> <p>Performed by a licensed Physical or Occupational Therapist at the place of employment or a clinic/hospital. Must be approved by the injured employee's attending physician.</p> <p>Used to determine physical restrictions compared to the functional demands of the Injured Employee's job (used with a job analysis and job description)</p> |



Transitional Work Program

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| <p>Remain At Work Program (Services)</p> | <p>Services coordinated by a field case manager or on-site physical or occupational therapist help prevent the Injured Employee from losing time from the workplace.</p> <p>Usually include On-Site Physical or Occupational Therapy Transitional Work Assignments Job Analysis Physical Abilities Evaluation (FCE)</p> <p>Note: On-Site therapy and work assignments are approved in accordance with the injured employee's attending physician</p> |
| <p>Return to Work Program (Services)</p> | <p>Program and Services designed to help keep Injured Employees at Work or help return them eventually return to their regular job using transitional work assignments.</p> <p>An Injured Employee is paid his/her regular hourly rate or salary while participating in the employer's Transitional Work Program</p> |
| <p>Task Progression Monitoring</p> | <p>Monitoring and coordinated an Injured Employee's transitional work assignments while participating in the employer's return to work program.</p> <p>Usually done by a licensed physical or occupational therapist and/or field case manager in coordination with the Injured Employee's Supervisor.</p> |
| <p>Transitional Work Bonus Program</p> | <p>Part of the Destination Excellence Program at the BWC monitors the employers' use of their Transitional Work Program.</p> <p>Through this program, the employer may receive a premium rebate of up to 10%.</p> |
| <p>Vocational Rehabilitation Case Manager</p> | <p>BWC Certified Return to Work Specialist who works with all parties to ensure the Injured Employee's safe and timely return to work.</p> <p>Also known as the Rehabilitation Case Manager or Rehabilitation Specialist</p> <p>The Field Case Manager is a Licensed Medical and/or Vocational Professional and may accompany Lorain City Schools' Injured Employee to doctor's appointments, when necessary, works directly with the Physician of Record to identify work restrictions and physical abilities, works with family members where catastrophic injuries have occurred, assist in removing barriers to returning to work in a safe and timely manner.</p> |



Transitional Work Program

Employee, _____, received and reviewed the
Transitional Work Program Policy & Procedures on _____.

A copy of the Transitional Work Program Policy & Procedures can also be found on
the Lorain City School's District Website.

Signature of Employee