



Cleveland Heights-University Heights City School District  
2155 Miramar Blvd.  
University Heights, OH 44118

# Transitional Work Program: Success Plan

## Program Definition

Transitional Work is an interim step in the physical recovery of an injured worker who suffers a work-related injury. Transitional Work Programs structure a productive, compensated return to full duty using job tasks or a combination of tasks and functions that an individual with temporary work restrictions may safely perform. It also may utilize on-site based rehabilitation services to facilitate an injured worker's return to full-duty. Transitional Work Programs combine real work activities with on-site based rehabilitation services as the principal means in the worker's physical recovery. Transitional work allows employees recovering from a work related injury or illness to resume normal work and lifestyle activities sooner within an environment that supports a gradual return to full duty.

### Mission Statement:

The mission of the Cleveland Heights-University Heights City Schools' Transitional Work Program is to make every reasonable effort to provide suitable alternative work options or reasonable accommodations for a worker unable to perform his or her regular job duties as a result of a work related injury or illness. We strive to provide an atmosphere of respect, trust and purpose to injured workers performing transitional work assignments, while also creatively utilizing human resources in a time-efficient and productive manner.

The main goal of our Transitional Work Program is to reduce costs associated with injuries/illnesses, while promoting the best interest and employability of our workers.

## Program Goals & Benefits

### Goals:

- Return injured employees to full-duty as safely and efficiently as possible.
- Reduce the incidence of re-injury/re-aggravation in "newly returned" employees.
- Contribute to the stabilization of the workforce.
- Minimize the duration of temporary work restrictions.
- Optimize the injured employee's functional abilities.
- Maintain high satisfaction with the program.

### Benefits:

A Transitional Work Program can benefit both the IW and the employer.

### Employee Benefits:

- Early return to work enables the employee to maintain a normal lifestyle during recovery.
- Opportunity to benefit from one-on-one rehab services while at work.
- Sick leave and service credit continues to accrue.
- CHUH contribution to medical benefits continues.
- Opportunity for Injured workers to receive full/regular wage reducing financial hardships.
- Transitional work also gives the employee the opportunity to remain a productive part of the work group and to maintain communication with co-workers and supervisors during the transition from disability to full recovery.

### **Employer Benefits:**

- Retains experienced workers.
- Reduces cost and loss of production.
- Reduces total cost of workers' compensation disability.
- Improves work ethic and promotes employee morale by showing administration commitment to employee welfare.
- Prevents the deterioration of employees' work skills, health, and attitude that may result from a prolonged absence from work as well as helping employees develop new skills.

### **Program Guidelines**

- Only employees who have sustained a work-related injury or accident, and who have been released to work with temporary restrictions are eligible to participate in the Transitional Work Program.
- Injured Workers (IW) who are unable to return to regular duties as a result of a work place injury will be reviewed on a case-by-case basis for participation in a TWP.
- Transitional work task assignments are temporary. They are designed to facilitate a return to regular work and are not intended to become permanent work accommodations as described under the Americans with Disabilities Act (ADA).
- All transitional work assignments will be coordinated in conjunction with the injured worker's job classification. There is no temporary or permanent change in an employee's job classification.
- Transitional work assignments should be immediately offered upon an IW's release to return to work with restrictions by his/her physician, and when transitional work is available. The transitional work task assignments must be in accordance with the medical restrictions noted by the treating physician or other authorized professional.
- To participate in the TW program, the injured employee must sign the *Transitional Work Offer and Acceptance Form (TWB2)* as well as the *Transitional Duty Assignment* form.
- Transitional Work Offer and Acceptance Form/TWB – 2 (located in the Forms Section of the binder) should be completed and faxed by the Transitional Work Coordinator (TWC) to the MCO upon the IW's return to restricted duty work.
- The IW will be paid his/her full wages while participating in the TWP. The IW's eligibility for any pay increase while on a transitional work assignment will be the same as for any injured worker performing his/her regular job duties in the same position.
- The IW may continue in the Transitional Work Program (TWP) for up to twelve weeks, as long as he/she is making medical progress toward recovery and returning to full regular duty. Transitional work may be extended beyond 12 weeks for a short period of time on a case by case basis only under the advice of the medical provider and with the approval of Cleveland Heights-University Heights City School District and their Transitional Work Committee.
- IW 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 Cleveland Heights-University Heights City School District.

- Transitional work task assignments should be reviewed by the TWC routinely (every two weeks where possible) and updated after each of the IW's physician follow up visits.
- On-site PT/OT will be utilized, when possible, in an effort to assist the IW with remain at work / return to work goals. When PT or OT is ordered by the IW's physician, the TWC will offer on-site services to the IW. If the injured employee accepts the offer for on-site PT/OT, the TWC will coordinate these services.
- Transitional work assignments may not exceed regularly scheduled work hours. No overtime is available to program participants.

## Program Eligibility & Criteria

### **Eligibility:**

- Injured workers (IWs) who sustain work-related injuries, occupational diseases or occupational illnesses are eligible to be evaluated for participation in the Transitional Work Program (TWP).
- The injury must be reported per the established Cleveland Heights-University Heights City School District procedures and utilizing the appropriate documents.
- IWs who have previously sustained a work place injury or illness and have returned to full duty status, but continue to experience difficulties on the job, may also be encouraged to participate in the program.

### **Criteria:**

#### Entry Into Transitional Work:

- The injured worker's (IW) medical condition temporarily prevents him/her from performing the essential functions of the job.
- The IW has voluntarily agreed to participate in the plan and has signed both the *Transitional Work Offer and Acceptance (TWB2)* and *Transitional Duty Task Assignment* forms.

*Note: If the injured employee refuses to participate in the Transitional Work Program after having been released by their treating physician and offered a valid transitional work assignment, the employer will contact the BWC to inform them of the employee's refusal to participate. The BWC will make a determination regarding the impact of the employee's refusal to participate on a case by case basis.*

- The physician of record has certified that the IW has a temporary condition and has identified his/her work restrictions in writing (preferably on a Medco 14 form).
- The Transitional Work Assignment must be within the work restrictions provided by the Physician of Record.

### Exit from Transitional Work:

- Injured worker (IW) achieves transitional work goals and is able to perform essential functions of his/her original job and is released to regular/full duty by Physician of Record.
- IWs twelve week transitional work milestone has been reached and he/she is unable to return to regular duty job. At this point, an assessment should be done to determine course of action.
- The course of action may include:
  1. An extension of the TWP may be granted with the approval of the Physician of Record, Department Manager, Transitional Work Coordinator, and/or On-site Therapist after assessing these indicators: injured worker participation levels, documented medical progress, the ability of the department to continue to accommodate and whether medical documentation suggest a more serious problem requiring attention.
  2. If the assessment reveals that continuing the TWP beyond 12 weeks is not warranted the IW can be placed in the total care of their physician and referred for vocational rehabilitation services.

## Roles & Responsibilities

### **Transitional Work Committee:**

The Cleveland Heights-University Heights City School District has developed a Transitional Work Committee to provide for the ongoing success and management of their Transitional Work Program (TWP). The Transitional Work Committee is comprised of members of management, injured workers (IWs), non-union and union members. The Committee Members are as follows

1. Transitional Work Coordinator:
  - Carla Morris, Confidential Admin. Asst.-HR
2. Management representatives:
  - Paul A. Lombardo, Ed.D., Assistant Superintendent of HR and Operations
  - George Petkac, Director of Business and Operations
  - Robert Rinehart, Assistant Treasurer
3. Union representatives:
  - Brenda Watts, Local OAPSE #102
  - Gary Kaserman, Local OAPSE #617
  - Ari Klein, CHTU #795 Teachers & #795 Monitors Unit
  - Brian Williams Ph.D., EAPSC

### **Responsibilities:**

The TW Committee will maintain the following functionality:

- Ensure the TW Program is sufficient to achieve the program goal(s).
- Periodically meet to review the overall effectiveness of the TWP reviewing all TWP *Satisfaction Questionnaires* (located in the Forms Section of the binder) and make recommendations to management for improvement and or continued support of the program.
- Educate all employees about the TW Program at implementation and on an annual basis thereafter.
- Serve as a mechanism for IWs and supervisors to discuss issues or concerns related to the TW Program and ensure those concerns are resolved in a timely manner.

### **Transitional Work Coordinator's Role:**

The Transitional Work Coordinator (TWC) is the key person in the operational process. This role is essential to ensure that the program functions correctly. This person must possess excellent communication skills and react promptly to all work-related injuries or illnesses.

Cleveland Heights-University Heights City School District has designated Carla Morris as The Transitional Work Coordinator.

The Transitional Work Coordinator:

- Ensures the injury was reported to the direct supervisor and the Accident Investigation Form and, if applicable, the Accident Witness Statement were completed (located in the Forms Section of this manual).
- Assists IW to Occupational Medicine Physicians or helps to identify that the IW's Provider of Choice is Ohio BWC Certified.
- Ensures the medical Provider completes the *First Report of Injury / FROI-1* and *Physician's Report of Work Ability / MEDCO 14* forms (located in the Forms Section of the binder) and that copies are sent to:
  1. Cleveland Heights-University Heights City School District' Managed Care Organization (MCO): CompManagement Health Systems , at Fax # 800-334-4229
  2. Cleveland Heights-University Heights City School District' TW Coordinator: Carla Morris, Fax:216-397-3698.
- Reports all injuries requiring medical treatment to Cleveland Heights-University Heights City School District's MCO: CompManagement Health Systems via phone at 888-247-7799 or via fax at 800-334-4229 within 24 hours of the injury.
- Completes the *Transitional Work Offer and Acceptance (TWB2)* and faxes it to the MCO
- Coordinates the development of an individualized, written TWP in collaboration with the Physician of Record, injured worker, supervisor and/or on-site PT/OT.
- Completes the *Transitional Duty Task Assignment* form with the IW and their Supervisor.

- Initiates the process by establishing and maintaining communication with key program participants, including the IW, work supervisor, physician of record, case manager and/or on-site PT/OT.
- Monitors the progress of all plan participants and conducts case staff meetings with the work supervisor, work-site therapist, and other individuals as appropriate.
- Maintains a separate case file for all participants to include: accident report forms, therapy progress notes, case notes, prescriptions, job analysis information, and other necessary information.
- Reviews all lost time claims to determine the IW's appropriateness for continued participation in the Transitional Work Program (TWP).
- Schedules and conducts meetings with the Transitional Work Committee.

### **Supervisor's Role:**

The responsibilities of the Supervisor of injured workers (IWs) who participate in Transitional Work Program (TWP) include:

- Ensures the IW reports the injury per the Cleveland Heights-University Heights City School District accident reporting procedure.
- Ensures the IW seeks appropriate medical treatment with a BWC authorized occupational service provider.
- Investigates the accident/injury and completes the *Accident Investigation Form* with the injured worker (located in the Forms Section of the binder).
- Identifies any witnesses to the accident and ensures they complete the *Accident Witness Statement* (located in the Forms Section of the binder).
- Forwards all reports to the Transitional Work Coordinator (TWC) within 24 hours of the injury.
- Explains physical work restrictions to the IW before beginning transitional work assignments.
- Monitors the IW's activities and the work environment to assure compliance with work restrictions.
- Complies with the clinical recommendations of the physician and/or on-site PT/OT as to the IW's functional limitations and abilities.
- Monitors the IW's progress during the TWP and provides feedback regarding task performance to Human Resources.
- Completes a post TWP Satisfaction Questionnaire (located in the Forms Section) when an IW has completed the plan and is back to full-duty.

### **Injured Worker's Role:**

The Injured Worker (IW):

- Reports the injury per Cleveland Heights-University Heights City School District' procedure.
- Completes *the Accident Investigation Form* (located in the Forms Section of the binder) within 24 hours of the injury, or asks a designated company representative to complete it if he/she is unable to complete.
- Seeks treatment from a BWC authorized occupational service provider.
- Verifies that the initial Treating Physician Completed a *First Report of Injury Form / FROI-1* and a *Physician's Report of Work Ability Form / MEDCO 14* (located in the Forms Section of the binder).
- After the Physician of Record (POR) has released the IW to return to work with temporary restrictions, the IW:
  1. Completes and signs the *Transitional Work Offer and Acceptance Form (TWB-2)* and *Transitional Duty Task Assignment* forms (both located in the Forms Section of the binder).
  2. Maintains regular attendance as outlined in his/her individualized plan.
  3. Maintains copies of all documents submitted to the Ohio Bureau of Workers' Compensation for his/her own records.
  4. Provides the TWC or his/her supervisor an updated copy of the Medco 14 after each physician follow up appointment.
  5. Promptly reports problems/concerns to his/her supervisor, physician, and/or on-site PT/OT.
  6. Completes a post TWP Satisfaction Questionnaire (located in the Forms Section of the binder) after returning to full-duty work.

### **Physician of Record's (POR) Role:**

The Physician of Record (POR) will identify temporary restrictions for work.

The POR:

- Upon treatment of the initial injury, completes a FROI-1 and MEDCO 14 forms and faxes them to:
  1. Transitional Work Coordinator at: 216-397-3698
  2. Cleveland Heights-University Heights City School District's MCO: CompManagement Health Systems via phone at 888-247-7799 or via fax at 800-334-4229
  3. Completes a MEDCO 14 or similar form with each successive visit to determine physical ability to participate in Transitional Work Program (TWP).

4. Reviews the Job Analysis of the IW's regular job and makes recommendations as to his/her ability to return to work.
5. Completes a C-9 form if the IW is to have any treatment for injuries sustained requiring prior-authorization and faxes it to Cleveland Heights-University Heights City School Districts' MCO: CompManagement Health Systems at fax: 800-334-4229.
6. Reviews and approves transitional work task assignments if necessary and requested.
7. Routinely (1 to 2 weeks when possible) updates the MEDCO 14 and increases of IW's work tasks. If the physician has provided a prescription for PT/OT and the IW 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 the course of program participation.

### **On-site Physical or Occupational Therapist's Role:**

Under the physician's direction, the therapist is responsible for the clinical supervision of the injured worker (IW) during the Transitional Work Program (TWP). The therapist will gather information to ensure an accurate understanding of the physical and environmental job demands placed on the IW while transitioning back to his/her original job.

#### The On-site Therapist:

- Assists in communication between the employer, provider and IW.
- Performs an initial evaluation to assess musculoskeletal status of IW before initiating the TWP.
- Uses job analyses and functional capacity information to develop a TWP
- Assists the Employer in identifying Transitional Duty Tasks that are meaningful and aid in the recovery of the IW.
- Recommends accommodations and work tasks and coordinates task progression and treatment.
- Coordinates with the appropriate supervisor or department head to implement job accommodations or work task modifications during the IW's TWP.
- Recommends ergonomic modifications or the use of adaptive equipment when necessary.
- Establishes a schedule of on-site treatment sessions to facilitate the IW's conditioning, task progressions, and work adjustment.
- Provides consultation to the IW's supervisor about safe work practices that are compatible with the IW's functional capacities and in compliance with any work restrictions noted by the treating physician or authorized professional.
- Identifies barriers in participating/ returning to regular duties.
- Reviews IW's progress in plan with Cleveland Heights-University Heights City School District TWP partners.

### **Bureau of Workers' Compensation Role:**

The Cleveland Heights-University Heights City School District utilizes the Ohio BWC Cleveland Service Office located at 615 Superior Avenue W., 6<sup>th</sup> Floor, Cleveland, OH 44113. Claims 216-787-3050, Employer services 216-787-3060, Toll free 800-821-7075

- Maintains record of allowed conditions in claim.
- Ensures all parties to the claim are meeting their responsibilities related to maintaining or restoring employability for the injured worker.
- Oversees and determines appropriateness of all claim activity.
- Serves as oversight to all Transitional Work Programs (TWP).
- Coordinates the payment of Temporary Total or Living Maintenance payments when necessary.
- Conducts annual reviews of employer risk and exposure to loss related to work injuries and sets premium rates.

### **Vocational Case Manager's Role:**

Within the transitional work setting for claims that have not reached lost time status, the case manager can be utilized to:

- Communicate with physicians and therapists regarding injured worker's medical condition 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 can also be involved when a claim reaches lost time status and a need for assistance with the return to work process has been identified by the Managed Care Organization, employer, or the BWC. The case manager usually assumes the role of service coordinator. This could include:

- Coordinating prescribed restorative services such as physical therapy and 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 and physical therapists regarding the injured worker's medical progress.
- Assisting the injured worker with the development of a feasible vocational goal.
- Facilitating the injured worker's acquisition of job seeking and interviewing skills to obtain employment when appropriate.

**Managed Care Organization's (MCO's) Role:**

Cleveland Heights-University Heights City School District' MCO is CompManagement Health Systems.

- Receives and processes *First Report of Injury form / FROI-1* in a timely matter to ensure all claims are monitored.
- Assists in obtaining *Physician's Work Ability form / MEDCO 14* for participation in the Transitional Work Program.
- Authorizes appropriate Treatment Request forms / C-9 from physicians.
- Refers cases to Vocational Case Managers to assist with return to work services and or injuries which have lost time from work.
- Maintains responsibility for authorization and payment of necessary medical treatment and services in conjunction with MCO and state workers' compensation guidelines.

**Third Party Administrator's (TPA's) Role:**

Third Party Administrator for Cleveland Heights-University Heights City School District is Comp Management, Inc.

- Assists in the evaluation and recommendation of the compensability of work related claims. The Ohio Bureau of Workers' Compensation (BWC) maintains jurisdiction over the final determination of all claims filed with BWC.
- Assists in making appropriate referrals for external case management services to facilitate the injured worker's participation in the Transitional Work Program.
- Oversees issues related to the injured worker's participation or non-participation in the Transitional Work Program.
- Files appeals and motions, attends hearings and negotiates settlements on behalf of the employer.

## Training Plan

- Transitional Work Program (TWP) orientation and training was provided to Cleveland Heights-University Heights City School District' Transitional Work Committee and Department Supervisors/Managers by the Transitional Work Developer.
- The Cleveland Heights-University Heights City School District Transitional Work Coordinator (TWC) and Transitional Work Committee will ensure Department Managers are educating their workers through their Department Meetings at the inception of the TWP. All employees will be asked to sign a document indicating they have been educated on the TWP and understand the procedures to follow.
- The TWC will provide ongoing training and review of the TW Program and procedures with each department, on at least an annual basis.
- All newly hired Cleveland Heights-University Heights City School District employees will receive training on the TWP as part of their new worker orientation. They will be asked to sign a document indicating that they have been educated on the TWP and understand the procedures to follow.

Items of discussion for the training of workers include:

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

## Dispute Resolution Process

- Injured Workers (IW) participating in the Transitional Work Program (TWP) will have the same rights and responsibilities as any IW performing his/her regular job duties in the same position. If an IW believes that he has been treated arbitrarily, capriciously, or unreasonably with regard to his/her IW rights; the written complaint should be filed with the Human Resources Department in accordance with the appropriate negotiated agreement.
- Cleveland Heights-University Heights City School District encourages its IWs to bring to management's attention their concern regarding the TWP and its processes.

## Program Evaluation Process

- The purpose of the Evaluation Process is to continually review and evaluate it to ensure that the Transitional Work Program (TWP) is meeting the needs and objectives set forth at the inception of the development of the plan.
- The Transitional Work Committee will evaluate the TWP on an annual basis. Comments from injured workers (IW) and Supervisors will be used to identify areas for improvement.
- Upon completion of the IWs TWP, he/she and their supervisor(s) will be asked to complete a *TWP Satisfaction Questionnaires* (located in the Forms Section of the binder). The

questionnaire will be used to evaluate the program's effectiveness, and ongoing process improvement.

- The Transitional Work Coordinator (TWC) will routinely review all TWP participants and their progress, providing an enhanced return to work focus and illicit the help of the medical provider, on-site therapist, vocational case manager, MCO, TPA, BWC etc. as needed.
- A spreadsheet can be maintained to track data elements used to qualify and quantify the TWP's success. This data will be maintained by the TWC. Specific 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 worker 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 other 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 days (if compared to historical data); average number of days in the TWP versus number of successful return to works prior to implementation.
- Additional data elements that could be collected to further quantify the effectiveness of the TWP are listed below: (See Program Evaluation Spreadsheet in the Forms Section of the binder)
  1. Indemnity (wage) replacement cost
  2. Litigation costs (injured worker's and/or employer's attorney fees)
  3. Reductions in reserves
  4. If enrolled in the Transitional Work Bonus Program, up to 10% rebate of the BWC premium.
  5. Frequency and duration (severity) of lost time claims
  6. Cost benefit analysis as compared to years prior
  7. Productivity measured and maintained within the department for which an injured worker is participating in transitional work.

## Procedures To Implement The Transitional Work Program for New Injuries

- A work-related injury occurs.
- The injury or accident must be reported per Cleveland Heights-University Heights City School District' procedure.
- The IW and Supervisor must complete the *Employee's Report of Incident and Injury and the Supervisor Investigation Report*, respectively within 24 hours. If the IW is unable to complete the documentation due to the injury or other condition and a witness has been identified, the witness should complete the Statement of Witness to Accident form and return it to the TWC.
- If necessary the IW should seek immediate injury care at :  
Preferred Medical Provider

In the event of an emergency situation, the IW should seek immediate injury care at:  
The closest emergency care facility

- TWC gathers information from Supervisor, IW or witness, and initial treating physician.
- TWC contacts the MCO, CompManagement Health Systems by phone/fax/or email to report injury within 24 hours of the injury.

### SCENARIO 1

After receiving initial physician report AND the IW is released to work with temporary restrictions and the TWC can communicate with the IW:

1. The TWC should offer modified duty work that is within the physician's restrictions. (the TWC and Supervisor should review the restrictions and the appropriate job analysis for guidance in assigning transitional work assignments).
2. If physical or occupational therapy is prescribed, the TWC should contact the IW and offer on-site rehabilitation services. If the IW accepts the offer of on-site rehabilitation, the TWC contacts OT.
3. The TWC reviews and completes the following forms with the IW and their supervisor and provides copies to all parties:
  - a. *TWP Offer and Acceptance Form* (TWB-2) and faxes it to the MCO 800-334-4229 and the BWC at 614-621-5758. The BWC uses this form to calculate outcome measures on the claim for the Transitional Work Bonus Program.
  - b. *Transitional Duty Task Assignment* form.

## SCENARIO 2

IW has been released to work with restrictions and the TWC is unable to communicate with the IW via phone to offer a transitional work assignment:

1. A letter will be sent to the IW via certified mail with tracking. The IW has 24 hours after receipt or 5 business days after the letter has been sent to respond. (See *Sample Letter to Injured Worker* in the Letters and Communications Section of the binder).
  - If the IW fails to respond or refuses the transitional work offer, the TWC should verify receipt of certified letter and notify TPA and or BWC of failure to respond or refusal to participate. The TPA will then contact the Bureau of Workers' Compensation (BWC) once a valid transitional work assignment has been refused. The refusal may affect the IW's eligibility to receive compensation from the BWC
  - If the IW responds and agrees, then go to **STEP 2 of SCENARIO 1**.

## SCENARIO 3

IW is not released to return to work:

1. A copy of the Job Analysis and a letter will be sent to the POR requesting release to full-duty or release to work with temporary restrictions (See *Sample Letter to Physician* in the Letters and Communication Section of the binder).
2. Once the work release is received from the POR, the TWC will contact the IW and offer modified duty work that is within the work restrictions. (the TWC and Supervisor should review the restrictions and appropriate job analysis for guidance in assigning transitional work task assignments).
  - a. If the IW is currently receiving physical or occupational therapy, the TWC should offer on-site rehabilitation services. If the IW accepts the offer of on-site rehabilitation, the TWC contacts OT for services.
  - b. If the TWC has difficulty contacting the IW, then go to **SCENARIO 2**.
3. Once the IW has returned to work, go to **SCENARIO 1**.

## SCENARIO 4

IW is able to perform full-duty work and the POR releases the injured worker to full-duty. The IW will return to full duty with no restrictions, will not be a candidate for the Transitional Work Program and the claim is not eligible for the Transitional Work Bonus Program.

## Procedures To Implement The Transitional Work Program for IWs Who Are Not Working

### SCENARIO 1

IW is not released to work and has missed **less than 7 calendar days**:

1. The TWC will send a copy of the Job Analysis and a letter to the POR requesting release to full-duty or release to work with restrictions (See *Sample Letter to Physician* in the Letters and Communication Section and the Job Analysis Sections of this manual).
2. Once the work release is received from the POR, the TWC will contact the IW and offer modified duty work that is within the work restrictions. (the TWC and Supervisor should review the restrictions and appropriate job analysis for guidance in assigning transitional work task assignments).

If the TWC cannot communicate with the IW, send a letter to the IW via certified mail with tracking. The IW has 24 hours after receipt or 5 business days after the letter has been sent to respond. (See *Sample Letter to Injured Worker* in the Letters and Communications Section of binder).

- a. If the IW fails to respond or refuses the transitional work offer, the TWC should verify receipt of certified letter and notify TPA and BWC of failure to respond or refusal to participate. The TPA will then contact the Bureau of Workers' Compensation (BWC) once a valid transitional work assignment has been refused. The refusal may affect the IW's eligibility to receive ongoing monetary state benefits.
3. Once the IW is back to work:
  - TWC reviews and completes the following forms with the IW and their supervisor and provides copies to all parties:
    - a. *TWP Offer and Acceptance Form* (TWB-2) located in the Forms Section of this manual and faxes it to the MCO and the BWC. The BWC uses this form to calculate outcome measures on the claim for the Transitional Work Bonus Program.
    - b. *Transitional Duty Task Assignment Form* (located in the Forms Section of the binder)
4. If the IW is currently receiving physical or occupational therapy, the TWC should offer on-site rehabilitation services. If the IW accepts the offer of on-site rehabilitation, the TWC contacts OT for services.

## SCENARIO 2

IW is not released to work and has missed **greater than 7 calendar days**:

1. The TWC should contact OT for consultation.
2. The TWC should contact the MCO Nurse Case Manager associated with the claim and request Vocational Case Management Services.
3. When necessary, a Vocational Case Manager and/or an On-Site Therapist will be utilized to coordinate remain at work / return to work efforts by identifying and coordinating transitional work assignments (based on restrictions noted by attending physician).

## Glossary

### Cleveland Heights-University Heights City School District Transitional Work Program: Success Plan

<p><b>Job Analysis (JA)</b></p>	<p>Written assessment of the injured worker's actual work activities of their regular /routine position. Determines and documents the functional/physical demands of that job.</p> <p>Assessment completed by a licensed professional, such as a physical therapist, occupational therapist, ergonomist or field case manager.</p> <p>Used to determine if an injured worker can perform his/her job, or any part of that job, following an injury that results in temporary or permanent restrictions.</p>
<p><b>Managed Care Organization (MCO)</b></p>	<p>Responsible for the coordination, review, and authorization of necessary medical treatment and the overall treat plan of an injured worker. Also responsible for review and payment processing of related medical bills.</p> <p>Does NOT oversee prescription services and authorizations related to industrial injuries. This is administered by Ohio Bureau of Workers' Compensation.</p>

<p><b>On- Site Therapist (therapy services)</b></p>	<p>Physical Therapist or Occupational Therapist who provides rehabilitation services to the injured worker at the workplace. These services are prescribed by the attending physician.</p> <p>Effective treatment alternative which allows the On-site Therapist to actually assess how the injured worker 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 worker and the employer by reducing time lost from work attending clinics, and by being able to better identify barriers that occur at the work place which may affect an injured worker's transition back to their regular job. Barriers to a successful transitional duty are: incorrect lifting, bending, transitional work assignments that may not fit with the injured worker's work restrictions, etc.</p>
<p><b>Physical Abilities Evaluation or Functional Capacity Evaluation (FCE)</b></p>	<p>Diagnostic observation and testing used to determine the physical abilities and restrictions of an injured worker.</p> <p>Non-invasive process</p> <p>Performed by a licensed physical or occupational therapist (can be performed at place of employment or a clinic/hosp)</p> <p>Must be approved by the injured worker's attending Dr.</p> <p>Used to determine physical restrictions compared to the functional demands of the injured worker's job (used with a job analysis and job description)</p>
<p><b>Remain At Work Program (Services)</b></p>	<p>Services coordinated by a field case manager or on-site physical or occupational therapist that help prevent the injured worker from losing time from the work place.</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 injured worker's attending physician</p>

<p><b>Return to Work Program (Services)</b></p>	<p>Program and Services designed to help keep injured workers at work or help return them eventually return to their regular job by using transitional work assignments.</p> <p>Injured worker is paid their regular hourly rate or salary while participating in the employer's return to work program</p>
<p><b>Task Progression Monitoring</b></p>	<p>Monitoring and coordination of an injured worker's transitional work assignments while participating in 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 injured worker's Supervisor.</p>
<p><b>Transitional Work Bonus Program</b></p>	<p>Part of the Destination Excellence Program at the BWC which 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><b>Vocational Case Manager (CM)</b></p>	<p>BWC Certified Return to Work Specialist who works with all parties to ensure the injured worker's safe and timely return to work.</p> <p>Also known as: Rehabilitation Case Manager Rehabilitation Specialist</p> <p>The Field Case Manager is a Licensed Medical and/or Vocational Professional</p> <p>May accompany the injured worker to Dr. appointments when necessary, works directly with the attending Dr. 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>