A. Program Definition

   Transitional Work is an interim step in the physical recovery of an employee who suffers 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. Transitional programs emphasize real work activities as the principal means in the worker's physical recovery and structure a productive, compensated return to full duty.

B. Mission Statement:

   The Transitional Work Mission of Medina County is to provide a quality transitional work program to its employees in which they are enabled to return to meaningful, productive work in a safe and timely manner.

C. Program Guidelines

   1. Transitional work 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).

   2. All transitional work assignments will be coordinated in conjunction with the employee's job classification. There is no temporary or permanent change in this classification.

   3. The employee may continue in the transitional work program for up to twelve weeks, as long as the employee 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 only under the advice of the medical provider and the approval of appropriate supervisor or MCO and the Transitional Work Coordinator.
4. Transitional work assignments should be immediately offered upon release to participate in the program by the employee’s physician and when transitional work is available and in accordance with any medical restrictions noted by the treating physician or other authorized professional.

5. The employee will be paid his/her full wages while participating in the transitional work program. The employee’s eligibility for any pay increase while on a transitional work assignment will be the same as for any employee performing his/her regular job duties in the same position.

6. 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 Medina County.

7. To participate in this program, the employee’s restrictions must be temporary and not permanent. Only employees who have sustained a work-related injury or accident may participate. Employees who are unable to return to regular duties as a result of a medical injury will be reviewed by appropriate supervisor or MCO on a case-by-case basis for participation in a transitional work program.

8. Transitional work assignments should be evaluated by the Department and/or the Transitional Work Coordinator routinely (every two weeks where possible) and re-addressed with the employee’s physician of record.

9. Select use of on-site therapy will be utilized where possible in an effort to assist the employee with remain at work / return to work goals. On-site services will be approved and coordinated with the employee’s attending physician throughout participation in the TW program.

10. Transitional work assignments may not exceed 40 hours per week. They may, however, be less than 40 hours per week. No overtime is available to program participants.
D. Program Goals & Benefits

1. Goals:

   a. The goals of Medina County are to establish a proactive system for managing injuries resulting in successful transitional work. Medina County would like to ensure the program is a win-win for employees, management and union.

   b. This Transitional Work Policy and Procedure Guide establishes the guidelines and working format of the program. The guide explains how the program will operate, who facilitates the program, eligibility criteria, timeframes, and methods of evaluation.

2. Benefits:

   a. A Transitional Work Program can benefit both the employee and the employer.

      The Employee:

      • Tends to recover more quickly, participates in some type of work activity as soon as he/she is medically stable, experiences a smoother transition back to regular duty, receives 100% of his/her regular wage, and enjoys a more normal lifestyle during recovery.

      The Employer:

      • Retains trained and experienced workers, reduces cost and loss of production, improves work ethic, reduces total cost of Workers’ Compensation Disability, promotes employee morale and shows management commitment to employee welfare.
E. Program Eligibility & Criteria

1. Eligibility:
   a. Employees who sustain work-related injuries, occupational diseases or occupational illnesses are eligible to be evaluated for participation in the transitional work program.

   b. The injury must be documented in an Employee Report of Incident and Injury.

   c. Employees who participate in the Transitional Work Program will be paid their full hourly rate or salary during their transition period. This period is not to exceed 12 weeks and will be anonymously reviewed by the Transitional Work Committee if transition is exceeding the recommended timeframe.

   d. All employees referred to the Transitional Work Program will be evaluated routinely in order to assess their appropriateness and ongoing eligibility for program participation. All evaluation of improvement in physical abilities shall be performed by a licensed professional. Task assignment may be provided by any one of the following program partners:

      i. Transitional Work Coordinator – Holly Muren, Human Resource Administrator

      ii. Medina County Department Supervisors

      iii. Provider Groups for Ease of Occupational Care-

           ▪ On The Clock Care 1000 E Washington Street Medina, OH 44256 (330) 721-4955.

           ▪ Lodi Community Hospital- Occupational Health, 225 Elyria St., Lodi, OH 44254; 330-948-5524

           ▪ Wadsworth-Rittman Hospital Occupational Medicine, 195 Wadsworth Rd., Wadsworth, OH 44281; 330-335-6966

           ▪ Medina General Hospital Emergency Department 1000 E Washington Street Medina, OH 44256 (330) 725-1000 for emergency and after hours care.

      iv. On-Site Licensed Physical Therapist (physical abilities evaluation and task progression monitoring, temporary job task modification):
F. Criteria:

1. Entry:

   a. The employee’s work-related injury or illness temporarily prevents him/her from performing the essential functions of the job.

   b. The employee has agreed to participate in the program and there is a signed agreement on file in the Participation Agreement for Temporary Transitional Duty Program.

   c. The physician of record has certified that the employee has a temporary condition, identified the employee’s work restrictions, and released the employee to participate in the transitional work program.

   d. The Transitional Work Assignment must be within the work restrictions provided by the Physician of Record.

2. Exit:

   a. Employee achieves transitional work goals and is able to fully perform essential functions of his/her original job and is released to regular duty by Physician of Record.

   b. Employees twelve week transitional work milestone has been reached and employee is unable to return to regular duty job an assessment should be done to determine course of action. The course of action may include:

      i. An extension of the TW Program may be granted with the approval of the Physician of Record, Human Resource Department, Department
ii. Head, On-Site Therapist if applicable, after assessing these indicators: employee 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.

iii. If the assessment reveals that continuing the TW Program beyond 12 weeks is not warranted the injured employee can be placed in the total care of their physician and referred for vocational rehabilitation services.

G. Roles & Responsibilities

1. Transitional Work Committee Role:

   a. Medina County has developed a Transitional Work Committee to provide for the ongoing success and management of their transitional work program. The Transitional Work Committee is comprised of members of management, employees and union members. It also contains objective but knowledgeable resources to Medina County. The Committee Members will maintain the following functionality:

      i. Review the overall effectiveness of the Transitional Work Program through the evaluation of the number of employees participating, the satisfaction of the employees and supervisors who have participated in the program.

      ii. Meet monthly and write a summary report to management/union leaders and County Commissioners to make recommendations for improvement and or continued support of the program.

      iii. Serve as a mechanism for employees and supervisors to air problem resolutions and ensure problem resolutions are resolved in a timely manner. These problem resolutions are in relation to the Transitional Work Program only. The Problem Resolution Policy and can be found under the Problem Resolution Section of this Policy and Procedure.
iv. Periodically review the process of implementation of this Transitional Work Program and amend the program as necessary.

2. Transitional Work Coordinator’s Role:

   a. The Transitional Work Coordinator is the key person in the operational process. His/Her role is essential to ensure that the program functions correctly. He/She must possess excellent communication skills and react promptly to all work-related injuries or illnesses.

   b. Medina County has designated Holly Muren, Human Resource Administrator as The Transitional Work Coordinator.

   c. The Transitional Work Coordinator:

      i. Ensures the employee completes the Employee Report of Incident and Injury Form within 24 hours of the injury.

      ii. Ensures the Supervisor completes the Industrial Injury Fact Sheet and any witness to the accident completes the Statement of Witness to Accident.

      iii. Recommends Injured Worker seek care from either On The Clock Care for initial or follow-up care or Medina General Hospital for emergency or after hours care or helps to identify that Employee’s Provider of Choice is Ohio BWC Certified.

      iv. Ensures Provider completes a FROI-1 Form, a MEDCO 14 Form or similar form provided by Physician of Record and copies are sent to Medina County MCO, CompManagement, and Medina County TW Coordinator.

      v. Reports all injuries requiring medical treatment to Medina County’s Managed Care Organization, CompManagement either via phone:1-800-818-7273 or via fax:1-800-654-2849 using the FROI-1 within 24 hours of the injury occurring.
vi. Reviews all lost time claims to determine the employee’s appropriateness for participation in the transitional work program.

vii. Initiates the process by establishing and maintaining communication with key program participants, including the injured employee, work supervisor, physician of record, case manager, or others as needed.

viii. Obtains an accurate job analysis, which is necessary for the development of the employee’s individualized transitional work plan.

ix. Manages the processing of referrals, including scheduling evaluations, coordinating clinical services, and communicating with appropriate individuals regarding the employee’s program if applicable.

x. Coordinates the development of an individualized, written transitional work plan in collaboration with the Physician of Record, employee, supervisor or on-site therapist.

xi. Monitors the progress of all program participants and conducts case staff meetings with the vocational case manager, work supervisor, and other individuals as required.

xii. 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.

xiii. Schedules and conducts meeting with the Transitional Work Committee.

3. Department Head/Supervisor’s Role:

a. The responsibilities of the supervisor of employees who participate in transitional work include:

i. Ensures employee seeks appropriate medical treatment if necessary from:
- On The Clock Care 1000 E Washington Street Medina, OH 44256 (330) 721-4955.

- Lodi Community Hospital- Occupational Health, 225 Elyria St., Lodi, OH 44254; 330-948-5524

- Wadsworth-Rittman Hospital Occupational Medicine, 195 Wadsworth Rd., Wadsworth, OH 44281; 330-335-6966

- Medina General Hospital Emergency Department 1000 E Washington Street Medina, OH 44256 (330) 725-1000 for emergency and after hours care.

- Bureau Certified Provider.

ii. Investigates the accident/injury and completes the *Industrial Injury Fact Sheet*

iii. Ensures the employee completes an *Employee Report of Incident and Injury.*

iv. Identifies any witnesses to the accident and ensures they complete the *Statement of Witness to the Accident.*

v. Forward all reports to the Transitional Work Coordinator within 24 hours of the injury.

vi. Once employee has received a release to return to work through the Transitional Work Program:

vii. Explains physical work restrictions to employee before beginning transitional work assignments.

viii. Monitors the employee’s activities and the work environment to assure compliance with work restrictions.
ix. Complies with the clinical recommendations of the physician and/or therapist as to the employee’s functional limitations and abilities.

x. Collaborates with the therapist and the employee in the development of the employee transitional work return plan.

xi. Monitors the employee’s progress during the transitional work program and provides feedback regarding task performance to the therapist.

xii. Communicates the goals and objectives of the transitional work program to all department employees to ensure cooperation with the program.

4. Employee’s Role:

a. Seeks treatment from:

i. On The Clock Care 1000 E Washington Street Medina, OH 44256 (330) 721-4955.

ii. Lodi Community Hospital- Occupational Health, 225 Elyria St., Lodi, OH 44254; 330-948-5524

iii. Wadsworth-Rittman Hospital Occupational Medicine, 195 Wadsworth Rd., Wadsworth, OH 44281; 330-335-6966

iv. Medina General Hospital Emergency Department 1000 E Washington Street Medina, OH 44256 (330) 725-1000 for emergency and after hours care.

v. Bureau Certified Provider.

b. Completes an Employee Report of Incident and Injury Form within 24 hours of the injury, or a designated company representative completes if the employee is unable to complete, which includes a release of medical information, detailed account of how injury occurred and any witness names and returns to the Supervisor or TW Coordinator.
c. Verifies that the Initial Treating Physician Completed a FROI-1 Form and a MEDCO 14 Form, or similar form as used by Treating Physician.

d. After physician has released employee to return to work and ordered Transitional Work, employee:

e. Maintains regular attendance in the program as outlined in his/her individualized plan.

f. Maintains copies of all documents submitted to the Ohio Bureau of Workers’ Compensation for your own records.

g. Receives direct payments of wages for period of transition not to exceed 12 weeks as outlined in the Participation Agreement of Transitional Work.

h. Complies with the clinical instructions and recommendations of the physician and/or therapist while maintaining safe work practices.

i. Notifies his/her supervisor of any changes in his/her condition or modifications in his/her transitional work plan.

j. Promptly reports any problems or concerns to his/her supervisor, physician, and/or on-site therapist.

5. Physician of Record’s Role:

The physician of record will identify restrictions for work, and authorize the employee to participate in the transitional work program. The physical restrictions identified must be considered temporary. The Physician:

a. Upon treatment of the initial injury completes a FROI-1 form and sends to Medina County Transitional Work Coordinator via fax to (330) 722-9342 and Medina County MCO, CompManagement via fax at 1-800-334-4229.

b. Completes a MEDCO 14 or similar form with each successive visit to determine physical ability to participate in TW Program.
c. Reviews the analysis and description of the employee’s regular job and makes recommendations as to his/her ability to return to work.

d. Completes a C-9 form if employee is to have any treatment for injuries sustained requiring prior-authorization, including but not limited to on-site therapy services, and forwards to Medina County MCO, CompManagement.

e. Reviews and approves transitional work assignments in conjunction and collaboration with Medina County Transitional Work Program partners (Transitional Work Coordinator, Vocational Case Manager, Supervisor, and On-Site Therapist).

f. Routinely Reviews (1 to 2 weeks where possible) updated job analyses and increases of employee’s work tasks. If the physician has provided a prescription for transitional work, an on-site physical therapist will be responsible for this review and coordination on a weekly basis. A report of progress will be provided to the attending physician during the course of program participation.

6. On-Site Therapist’s Role:

a. Under the physician’s direction, the therapist is responsible for the clinical supervision of the 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 employee while transitioning back to his/her original job. To progress the employee to full-duty status, the therapist may visit the work site to evaluate the worker’s functional capacities and task performance and to identify appropriate transitional work tasks.

b. On Site Therapy services for Medina County will be provided by On the Clock Care, 330-721-5009, when appropriate.

c. Alternate provider for on site therapy services is: Scott Bailey, LPT, Workers Choice Health Services, 330-421-0471.

d. The Therapist:
i. Assists in communication between the employer, provider and employee.

ii. Performs initial evaluation to assess musculoskeletal status of employee before initiating the TW Program.

iii. Assists Employer in identifying Transitional Duty Tasks that are meaningful and aid in the recovery of the employee.

iv. Uses job analyses and functional capacity information to develop a transitional work plan that specifies the expected duration of the employee’s transitional work program.

v. Recommends accommodations, coordinates task progression plan, and schedule of clinical site visits.

vi. Coordinates with the appropriate supervisor or department head to implement job accommodations or work task modifications during the employee’s transitional work program.

vii. Recommends ergonomic modifications or the use of adaptive equipment when necessary.

viii. May establish a schedule of on-site sessions to provide therapy, and facilitates the employee’s conditioning, task progressions, and work adjustment.

ix. Provides consultation to the employee’s supervisor about safe work practices that are compatible with the employee’s functional capacities and in compliance with any work restrictions noted by the treating physician or authorized professional.

x. Responsible for communicating barriers in participating/returning to regular duties.

xi. Routinely meets/reviews employee’s progress in program with Medina County partners.
7. Bureau of Workers’ Compensation Role:

   a. Medina County utilizes the Canton BWC Service Office 400 3rd Street SE
      Canton, OH 44702 as a resource. Claims questions can be directed to:
      (330) 438-0638 and employer relations: (330) 471-0937.

      i. Maintains record of allowed conditions in claim.

      ii. Ensures all parties to the claim are meeting their responsibilities related
          to maintaining or restoring employability for the injured worker.

      iii. Oversees and determines appropriateness of all claim activity.

      iv. Serves as oversight to all transitional work programs approved through
          the BWC Transitional Work Grant Program.

    v. Coordinates the payment of Temporary Total or Living Maintenance
       payments when necessary.

    vi. Conducts annual reviews of employer risk and exposure to loss related
        to work injuries and sets premium rates.

8. Vocational Case Manager’s Role:

   a. CompManagement will determine the Vocational Case Management firm for
      Medina County and CompManagement should be contacted for initiation of
      services.

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

      i. Communicate with physicians and therapists regarding injured worker’s
          medical condition and progress.

      ii. Assist with ensuring compliance with treatment plans and program
          guidelines.
iii. 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.

c. 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:

i. Coordinating prescribed restorative services such as physical therapy and work conditioning.

ii. Arranging for a Functional Capacities Evaluation (FCE) to assess current physical abilities.

iii. Performing or coordinating a Job Analysis for the purposes of matching physical abilities to essential job functions.

iv. Communicating with medical service providers such as physicians and physical therapists regarding the injured worker’s medical progress.

v. Assisting the injured worker with the development of a feasible vocational goal.

vi. Facilitating the injured worker’s acquisition of job seeking and interviewing skills to obtain employment when appropriate.

9. Managed Care Organization’s (MCO’s) Role:

a. Medina County has selected CompManagement as their Managed care Organization. CompManagement is located P.O. Box 1040 Dublin, OH 43017, 1-888-247-7799 for general information. Key contact personnel have been identified as resources to employer. CompManagement:

i. Receives and processes FROI-1 (First Reports of Injury) timely to ensure all claims are monitored.
ii. Assists in obtaining physician releases for participation in the TW Program.

iii. Authorizes appropriate C-9 Treatment Plan requests from physicians.

iv. Refers cases to Vocational Case Managers to assist with return to work services and or injuries which have lost time from work.

v. Maintains responsibility for authorization and payment of necessary medical treatment and services in conjunction with MCO and state workers’ compensation guidelines.

10. Third Party Administrator’s (TPA’s) Role:

a. CompManagement Inc. is the Third Party Administrator for Medina County. CMI is corporately located 6377 Emerald Parkway Dublin, OH 43016 1-800-825-6755.

i. 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.

ii. Assists in making appropriate referrals for external case management services to facilitate the employee’s participation in the transitional work program.

iii. Oversees issues related to the employee’s participation or non-participation in the transitional work program.

iv. Files appeals and motions, attends hearings and negotiates settlements on behalf of the employer.

H. Procedures to Implement Transitional Work

1. Ensure all employees have been educated on the Transitional Work Program prior to an injury occurring.
2. The injury or accident must be reported verbally to the on-duty supervisor immediately. The injured employee must submit written incident report in their own handwriting within 24 hours completing the Employee Report of Incident or Injury. If the employee is unable to complete documentation due to condition, a designee may interview the employee and document the incident. Additionally, the TW Coordinator or designated Department Representative will contact the employee within a 24 hour working day. The primary purpose of this contact is to determine if the employee is doing well and collect any supplemental facts about the injury. The TW Coordinator will assist the employee in seeking the appropriate medical care (if care had not been sought already) and ensure procedures for filing a claim are completed.

3. The injured worker should seek immediate injury care, if necessary from the following providers whom are BWC Certified and have agreed to expedite care of all work-related injuries occurring at Medina County:

   a. On The Clock Care 1000 E Washington Street Medina, OH 44256 (330) 721-4955.
   b. Lodi Community Hospital- Occupational Health, 225 Elyria St., Lodi, OH 44254; 330-948-5524
   c. Wadsworth-Rittman Hospital Occupational Medicine, 195 Wadsworth Rd., Wadsworth, OH 44281; 330-335-6966
   d. Medina General Hospital Emergency Department 1000 E Washington Street Medina, OH 44256 (330) 725-1000 for emergency and after hours care.
   e. Bureau Certified Provider.

4. Supervisor must complete the Industrial Injury Fact Sheet and obtain any witness statements and document in the Statement of Witness to the Accident.

5. TW Coordinator or designated representative gathers information from supervisor, employee, and initial treating physician.
6. TW Coordinator contacts MCO, CompManagement at 1—247-4800 via phone and 1-800-334-4229 via fax to report injury within 24 hours of the injury.

7. After receiving initial physician report and transitional or modified duty is prescribed by physician TW Coordinator should review restrictions for TW job task development.

8. TW Coordinator should phone employee to offer Transitional Work Assignment. The employee must then return to work per the instructions of the physician.

9. TW Offer should be signed by Employee, Supervisor and faxed to Physician for approval. See Participation Agreement for Transitional Work.

10. If the employer is unable to contact the employee via phone to offer a transitional work assignment, a letter will be sent via certified mail. The employee has three days to respond. (See Sample Letter to Employee)

11. If the employee fails to respond or refuses the transitional work offer the TW Coordinator should verify receipt of certified letter and notify TPA and or BWC of failure to respond or refusal to participate.

12. The TPA will then contact the Bureau of Workers’ Compensation (BWC) once a valid transitional work assignment has been refused as the refusal may affect the 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.

13. If a release to return to work is NOT received from physician:

   a. A copy of the job description and job analysis will be sent to the attending physician requesting release or listed restrictions. See Sample Physician Letter.

   b. If the physician releases the employee based on his/her current job description the employee will return to full duty with no restrictions. The employee would not be a candidate for transitional work.
14. The Transitional Work Coordinator and Department Head will coordinate a transitional work assignment in adherence to the physical restrictions provided by the treating physician. The transitional work assignment should be faxed to the physician of record for approval.

15. When necessary, a vocational case manager and on-site physical 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).

16. The Transitional Work Coordinator and Department Head will oversee the TW assignment in conjunction with the Vocational Case Manager and On-Site Therapist.

17. The Transitional Work Coordinator and Department Head will ensure a safe transitional work environment for the employee. The Transitional Work Coordinator, Department Head and On-Site Therapist will work cooperatively to monitor the employee’s progress.

18. After the TW Program has been completed by injured employee a satisfaction survey will be administered to employee and supervisor for feedback.

19. Results of the surveys will be assessed quarterly by the TW Committee who will monitor the ongoing effectiveness of the program and make recommendations for improvements.

I. Training Plan

1. Initial program orientation and training was provided to all Medina County Transitional Work Committee Members, participating Department Heads, Elected officials and Union Representatives lead by the Transitional Work Developer on January 20, 2005.

2. The Transitional Work Developer conducted an education and training for participating department Supervisors, BWC, MCO, TPA and Community Providers on October 13 and October 18, 2005.
3. The Transitional Work Coordinator, Department Heads, Supervisors and Elected Officials will train employees through their regular department meetings at the inception of the transitional work program.

4. The Transitional Work Coordinator and Human Resource Department will provide ongoing training and review with each department on at least an annual basis the policies and procedures surrounding the TW Program. The Transitional Work Policy and Procedure guide will be distributed to all Medina County Departments, Union Representatives and workers’ compensation representatives.

5. All new Medina County employees will receive training on the Transitional Work Program as part of their new employee orientation.

6. Items of discussion for the training of employees include:
   a. Description and benefits of transitional duty
   b. Steps to follow in the event a work-related injury
   c. Typical Questions and answers related to the program
   d. The Problem Resolution Policy related to the Transitional Work Program

7. All employees will be asked to sign a document indicating they have been educated on the TW policy and understand the procedures to follow.

J. Community Resources

1. On the Clock Care and Medina General Hospital will be the primary medical service providers under this program. Additional medical providers include: Lodi Community Hospital Occu Health and Wadsworth-Rittman Hospital Occupational Medicine. A meeting was held with the Corporate Health representatives to inform them about this program on October 13, 2005. The flow of injury care was discussed with the local medical providers as well as their ongoing resource and communication with Medina County.
2. In cases where employees may use a medical provider other than On The Clock Care, Lodi Community Hospital Occu Health, Wadsworth-Rittman Hospital Occupational Medicine, or Medina General Hospital, the Transitional Work Coordinator will inform the medical provider about the Transitional Work program and provide job analyses and transitional work descriptions.

3. On the Clock Care and Workers Choice Health Services will provide on-site therapy to injured workers who have been treated by physicians within those facilities.

4. A Vocational Rehabilitation Case Manager designated from CompManagement will provide Vocational Case Management to Medina County employees as initiated by the Transitional Work Coordinator and CompManagement.

5. The local BWC Service office in Canton, OH will serve as a community resource to Medina County. CompManagement and CompManagement Inc. have offices located in Cleveland, OH and have dedicated staff personnel to aid the employer.

K. Problem Resolution Process

1. 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 employee believes that he has been treated arbitrarily, capriciously, or unreasonably with regard to his/her employee rights under the Transitional Work program; the complaint procedure as outlined below will be followed.

2. Medina County encourages its employees bring to management’s attention their complaints about the organization, its processes or its employees. The following Problem Resolution Policy was established to resolve complaints timely, fairly and efficiently in order to uphold commitment to foster a safe environment for injured workers to return to work through the transitional work program.
3. A problem is defined as an injured worker’s expressed feeling of dissatisfaction concerning conditions of services provided or treatment by any member of Medina County or its’ vendors as it relates to the transitional work program and assignment.

4. Procedure:

   **Step 1:** The participant must bring the matter to the Medina County Transitional Work Coordinator, in writing, within (7) scheduled days of the problem occurrence. The Transitional Work Coordinator will document the complaint on the **Problem/Resolution Form** and attempt to resolve the problem informally with the supervisor.

   **Step 2:** The Medina County Human Resource Department will investigate the complaint with appropriate parties and communicate resolution or action toward resolution, in writing, to the employee within (5) business days from the receipt of the problem resolution. A **Problem Resolution/Resolution Form** will be completed and placed in employee’s claim file and logged for review of trends in process problems related to the Transitional Work Program.

   **Step 3:** If the problem directly relates to the Transitional Work Coordinator or Human Resource Department, the employee will be permitted to submit the problem resolution to their County Department Head and/or elected official for review and resolution. The Department Head must follow the same guidelines for resolution.

   **Step 4:** If the problem is not resolved in Step 3 the employee will be permitted to submit the problem to the Transitional Work Committee for review and resolution. The Safety Committee must follow the same guidelines for resolution.

5. Medina County Human Resource Department regularly reviews problems and their resolutions. The review identifies areas of concern and evaluates the actions taken to recommend change in policy and procedure which may prevent recurring problems of similar nature. All problem resolutions will be reviewed by the Transitional Work Committee to ensure that appropriate action was taken toward resolution and as a means to trend problem resolutions for improvements to the TW Program.
6. If there is a dispute regarding the medical treatment, payment of medical bills or allowing services the injured worker must contact the Managed Care Organization, CompManagement.

7. Medina County Transitional Work Committee through the coordination of the Human Resource Department collectively reviews problems and their resolutions on a monthly basis. The review identifies areas of concern and evaluates the actions taken to recommend change in policy and procedure which may prevent recurring problems of similar nature.

8. For issues related to an employee’s Workers’ Compensation claim, Rules and procedures outlined by the Ohio Bureau of Workers’ Compensation (BWC) and/or the Ohio Industrial Commission will be followed.

L. Evaluation Process

1. The purpose of the Program Evaluation Process is to continually evaluate and ensure that the program is meeting the needs and objectives set forth at the inception of the development of the program.

2. The Transitional Work Committee lead by the Medina County Transitional Work Coordinator will evaluate the Transitional Work program on a monthly basis. Comments from employees and departments will be used to identify areas for improvement.

3. All employees and their supervisors may be asked to fill out a program questionnaire upon completion of their participation in the transitional work program. The questionnaire will be used to evaluate the program’s effectiveness, and ongoing process improvement.

4. The Transitional Work Coordinator will routinely review all Transitional Work Program participants and their progress, providing an enhanced return to work focus and illicit the help of the identified roles of the provider, on-site therapist, vocational case manager, MCO, TPA, BWC etc.
5. The Transitional Work Developer assesses satisfaction upon completion of the TW Development of the program, at 90 days into the program and again at 120 days. The TW Developer will ensure that the program is working effectively and will serve in an advisory capacity to employer.

6. A spreadsheet may be maintained to track data elements used to qualify and quantify the Transitional Work Program’s success. This data will be maintained by the Transitional Work Coordinator. Medina County 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:

   a. Employee name
   b. Department
   c. Position
   d. Date of injury
   e. Injury type
   f. Last date worked-without restrictions
   g. Date returned to work-with restrictions
   h. Date released/returned to regular position
   i. Date released/returned to other position (ADA, etc.)
   j. Use of Wage Continuation in coordination with the Transitional Work program.
7. The cost savings can be quantified based on the reduced number of days (if compared to historical data); average number of days in the transitional work program versus number of successful return to work prior to implementation.

8. Additional data elements that could be collected to further quantify the effectiveness of the transitional work program are listed below: *(See Program Evaluation Spreadsheet)*

   a. Indemnity (wage) replacement cost

   b. Litigation costs (employee's and/or employer's attorney fees)

   c. Reductions in reserves

   d. Frequency and duration (severity) of lost time claims

   e. Cost benefit analysis as compared to years prior

   f. Productivity measured and maintained within the department for which an injured employee is participating in transitional work.
### Glossary

| Vocational Case Manager (CM) | BWC Certified Return to Work Specialist  
Works with all parties to ensure the employee’s safe and timely return to work.  
Also known as: Rehabilitation Case Manager  
Rehab. Specialist  
The Field Case Manager is a Licensed Medical and/or Vocational Professional  
May accompany the employee to Dr. appointments where deemed needed, 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. |
|-----------------------------|------------------------------------------------------------------------------------------|
| Job Analysis (JA) | Assessment of the employee’s actual work activities of their regular/routine position. Determines and documents the functional demands of that job.  
Assessment completed by a licensed professional, such as a physical therapist or field case manager.  
Used to determine if an employee can perform his/her job, or any part of that job, following an injury that results in temporary or permanent restrictions. |
| MCO | Managed Care Organization  
Responsible for the coordination, review, and authorization of necessary medical treatment and the overall treat plan of an employee. Also responsible for review and payment processing of related medical bills.  
Does NOT oversee prescription services and authorizations related to industrial injuries. This is administered by Ohio Bureau of Workers’ Compensation. |
| On- Site Therapy (therapy services) | Physical Therapy or Occupational Therapy services prescribed by employee’s attending physician that are coordinated and administered by a licensed physical/occupational therapist.  
Performed at the employee’s work place. (usually in a private room/space)  
(some therapy services can be coordinated at the actual and monitored at the actual job site)  
Effective treatment alternative which allows the Work-Site Therapist to actually assess how the employee is physically progressing in relation to his/her transitional work assignments or regular job tasks. |
Used in lieu of clinic/hospital based therapy where able.

Work-Site Therapy helps the employee 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 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 with the employee’s work restrictions, etc.

<table>
<thead>
<tr>
<th>Physical Abilities Evaluation</th>
<th>Diagnostic observation and testing used to determine the physical abilities and restrictions of an injured employee.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(functional capacity evaluation) FCE</td>
<td>Non-invasive process (no needles, etc.)</td>
</tr>
<tr>
<td></td>
<td>Performed by a licensed therapist (can be done at place of employment or a clinic/hosp)</td>
</tr>
<tr>
<td></td>
<td>Must be approved by the employee’s attending Dr.</td>
</tr>
<tr>
<td></td>
<td>Used to determine physical restrictions compared to the functional demands of the employee’s job (used with a job analysis and job description)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Remain At Work Program (Services)</th>
<th>Services coordinated by a field case manager or on-site physical therapist that help prevent the injured employee from losing time from the work place.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Usually include: Work-Site Physical Therapy</td>
</tr>
<tr>
<td></td>
<td>Transitional Work Assignments</td>
</tr>
<tr>
<td></td>
<td>Job Analysis</td>
</tr>
<tr>
<td></td>
<td>Physical Abilities Evaluation</td>
</tr>
<tr>
<td>Note: On-site therapy and work assignments are approved in accordance with employee’s attending physician</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Return to Work Program (Services)</th>
<th>Program and Services designed to help keep injured employees at work or help return them eventually return to their regular job by using transitional work assignments.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employee is paid their regular hourly rate or salary while participating in the county's return to work program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Progression Monitoring</th>
<th>Monitoring and coordination of an employee’s transitional work assignments while participating in employer’s return to work program.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Usually done by a licensed physical therapist and/or field case manager in coordination with employee supervisor</td>
</tr>
</tbody>
</table>