**Leader Responsibilities in the Management of Employee Sick Time/Disability/RTW**

**Sick leaves 1-3 days in duration**

START

Employee calls in sick to work day 1

- Is employee expected to RTW within 3 days?
  - Yes
    - Based on your knowledge of the situation, would it be appropriate to discuss or offer modified duties?
      - No
        - No/Unknown
        - Contact the employee and request they return your call to discuss plan for RTW, any documentation that is required, and RTW clearance that may be required if infectious
      - Yes or unknown
        - Yes
          - Is employee in the Attendence Program?
            - No
              - No
                - Yes or unknown
                  - End
            - Yes
              - Did the employee RTW as planned?
                - No
                  - No
                    - Yes or unknown
                      - End
                - Yes
                  - Is the employee going to be off work 4 or more consecutive shifts?
                    - Yes
                      - Inform RTW Specialist in OHSW of absence using the online Notification Form
                        - Click here to access Notification Form
                      - Go to page 2
                    - No
                      - No
                        - No/Unknown
                          - Contact the employee and request they return your call to discuss plan for RTW, any documentation that is required, and RTW clearance that may be required if infectious

Manager Action Items
Leader Responsibilities in the Management of Employee Sick Time/Disability/RTW

STD leaves > 4 consecutive shifts

Questions Manager to ask

- Beginning/End of process
- Has employee worked sick for 4 consecutive shifts?
- Has the RTW Specialist in OHSW been notified?
- Yes

Contact Employee to:
- Offer support
- Establish frequency & method of contact
- Confirm availability of modified work

See page 3 below for “Leader Quick Tips” Sheet

Maintain regular contact with the employee throughout period absence.

Inform RTW Specialist in OHSW of absence using the online Notification Form

Click here to access Notification Form

Forward Leave of Absence (LOA) Form to PS Forms:
- Part-time employees- LOA Form required if employee is going to be off work > 30 days
- Full-time employees- LOA Form required once the 15 weeks of STD has been depleted.

This will prompt the Total Compensation Associate to contact employee re: Record of Employment, HOOPP, Benefits, Employment Insurance, LTD, etc.

Click here to access the Leave of Absence Form

Forward the Position Control Form to PS Forms
- if you require the position to be backfilled temporarily.

This will prompt the Recruitment Associate to determine if a posting is required and refer to the appropriate Recruitment Advisor to assist with any external recruitment needs.

Click here to access the Position Control Form

Work with RTW Specialist in OHSW to develop the RTW plan when there is an indication that the employee may be fit to RTW

Meet with employee prior to or upon their return to find out how you can support them during their return.

Forward the Employee Change Form to PS Forms to reactivate employee in SAP when the employee has returned to full hours/duties with effective date.

This will prompt the Total Compensation Associate to make any adjustments to benefits, insurances, pension, and accruals for seniority, service, vacation and salary.

Click here to access Employee Change Form

Monitor the employee’s return.
- Meet regularly to facilitate open dialogue and early resolution of any issues.
- Consult with RTW Specialist and/or HR Advisor if any concerns during the return.

End

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Leader Quick Tips for Managing Absence & Return to Work (RTW)

1) Initiate early contact with the employee who calls in sick and maintain regular communication throughout the period of absence. The intent is not to be intrusive, but to be supportive. It is important to establish with your employee the parameters of this contact including:

- the frequency of contact and their preferred method of contact (phone, email)
- whether they wish to be informed of unit/department activities, news, celebrations
- whether their co-workers can contact them from time to time

2) Discuss with your employee any physical and/or psychosocial factors about the work or the work environment that are affecting their ability to return and determine whether there are options for you to make adjustments to accommodate the employee's needs to facilitate a more timely RTW. Return to work planning is an important component of rehabilitation/recovery and should begin early.

3) Prior to RTW it is important for the Leader to meet with the employee to discuss the return to find out how they best can support the employee. Things to be considered or discussed may include:

- How does the employee feel about RTW-do they feel ready, excited, anxious, fearful?
- What is the employee looking forward to? What parts of their job do they feel may present a challenge?
- What has changed since they’ve been off work- is buddyng, training, or re-training needed?
- What support do they need to be successful in their job- from you their supervisor? from their co-workers?
  - are there different communication needs related to how information/instructions or feedback is given?
  - does the employee require additional time to learn new job tasks
- How would the employee like to be welcomed back- email, team meeting, more informally?
- Have they thought about what they might say to others about their absence?
- Are there strategies that can be used to support the employee’s reintegration?
- How does the employee want future issues to be addressed should they occur, where you are concerned about their well-being?

4) Collaborate with the RTW Specialist in Occupational Health to develop the RTW plan. The RTW plan will outline the work hours/shifts and how they will be graduated (if applicable) as well as any work restrictions. It is important to engage the employee in developing the RTW plan to allow for his or her commitment to its success.

5) Monitor the RTW- meet regularly with the employee during their RTW to provide feedback and to provide the employee with an opportunity to voice any concerns. Work with the employee to develop solutions to any issues that present.

6) Respond in a timely and supportive manner where physical, mental, personal or behavioural changes are observed as these changes can be indicative of illness recurrence; those with mental illness tend to have a higher rate of recurrence/relapse of disability episodes in comparison to those with physical disabilities.

7) Stigma, together with misinformation about mental health disorders, can make it difficult for the employee who is returning to work from a mental health related illness. Take every opportunity at the team level to reduce stigma and promote an accurate understanding of mental illness. Educate coworkers about their role in the return to work process and set the expectations for respect and support.