



Tasmanian State Service Agencies

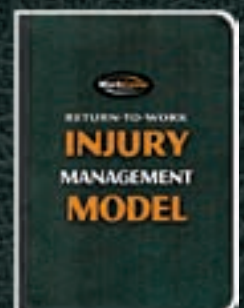
GUIDELINES

for developing an

INJURY MANAGEMENT PROGRAM

VERSION 1 – *Effective 1 September 2014 and to apply to all injury management activities regardless of when the injury occurred.*

Injury
Management



Please note

This information is for guidance only and is not to be taken as an expression of the law. It should be read in conjunction with the Workers Rehabilitation and Compensation Act 1988, the Workers Rehabilitation and Compensation Regulations 2001 and any other relevant legislation. You can find these at www.worksafe.tas.gov.au

This guide was produced by staff from WorkSafe Tasmania.

We welcome your feedback on this guide. Send to: wstinfo@justice.tas.gov.au

INTRODUCTION

Injury management is a co-ordinated and managed process. It consists of activities and procedures intended to facilitate recovery in order to achieve the best results for a timely, safe and durable return to work for injured workers.

An injury management program is a series of documented policies and procedures that detail how the Agency will operate in order to achieve a co-ordinated and integrated process for injury management.

Agencies are to develop and maintain an injury management program. The injury management program must be approved by the WorkCover Tasmania Board.

An injury management program must:

- /// be based on guidelines provided by the WorkCover Tasmania Board
- /// be consistent with Tasmania's workers rehabilitation and compensation legislation and the principles of the Return to Work and Injury Management Model
- /// reinforce the objective of returning injured workers to a functioning lifestyle in line with the work health and safety of the workplace
- /// be a streamlined, transparent process for managing workplace injuries and claims for workers compensation
- /// be presented in a planned and organised manner
- /// be clearly identifiable and readily accessible
- /// be reviewed at defined intervals by management to ensure its continuing suitability and effectiveness in satisfying the organisation's needs
- /// be appropriately authorised prior to issue
- /// be audited by the WorkCover Tasmania Board/Agency.

On 14 August 2014, the WorkCover Tasmania Board approved the Tasmanian State Service Guidelines effective 1 September 2014, and agreed that they apply to all injury management activities regardless of when the injury occurred.

The following guidelines are to be used by agencies as a guide to help develop injury management programs. They are to be read in conjunction with Part XI of the Workers Rehabilitation and Compensation Act 1988 and the Tasmanian Return to Work and Injury Management Model. It is anticipated that additional policies and procedures may be included in agencies' injury management programs to better reflect workers compensation and injury management operational processes implemented within the Agency.

The guidelines have been prepared to promote and support the effective injury management of injured workers through implementation of efficient injury management, rehabilitation and return to work practices.

The WorkCover Tasmania Board reserves the right to request additional information as it determines necessary.

DEFINITION OF TERMS

Key elements: Encapsulates the key elements of an injury management program.

Criteria: Established criteria for inclusion in an injury management program, pursuant to section 142(1)(a) of the Workers Rehabilitation and Compensation Act 1988. They detail the methodology and desired behaviours for achieving effective injury management practices.

Please note:

Key elements and criteria may not necessarily be presented in the form of a written document. However evidence must be presented to demonstrate the existence of a system and its effective implementation.

Key Elements	Criteria	Explanation
1. Injury Management Policy	<p>1.1 Statement of commitment and objectives including but not limited to the following:</p> <ul style="list-style-type: none"> i. to promote behaviours and attitudes that underpin a positive workplace culture that supports injured workers ii. to promote the health benefits of work iii. to support the principles of the Clinical Framework for the Delivery of Health Services <p>1.2 Statement of roles and responsibilities of all parties</p> <p>1.3 To be appropriate to nature and scale of organisation</p> <p>1.4 To be consistent with relevant injury management legislation</p> <p>1.5 To be reviewed regularly</p>	<p>The policy should reflect the Agency's commitment to injury management and should form the basis upon which the injury management program is developed. The policy should be consistent with applicable legislation and guidelines and promote continuous improvement. The policy should address but not be limited to the following principles:</p> <ul style="list-style-type: none"> /// should be easily understood, and capable of being implemented in the workplace /// should be consistent with the rehabilitation policy of the workplace /// should be developed in consultation with all parties /// should be supplemented by adequate written procedures that are readily available, and that identify key support roles and responsibilities for implementing the policy /// should be readily available in the employer's workplace where the workers can readily refer to it /// should be consistent with the provisions of the <i>Workers Rehabilitation and Compensation Act 1988</i> and supporting legislation /// should be reviewed regularly (annually).
2. Information Management	<p>The Agency is to define how it will:</p> <p>2.1 Ensure full disclosure of and access to accurate and consistent information, including the provision of information in other languages when necessary.</p> <p>2.2 Ensure accurate and consistent information</p> <p>2.3</p>	<p>Procedures should be developed that identify how information will be provided and managed. The focus should be on ensuring access to information and support in order for all parties to clearly understand their roles, rights and responsibilities at the level that is required and deemed appropriate, including provision of the information in a language and format that all employers and workers can understand.</p> <p>Responsibility for management of the information should be delegated to personnel with the appropriate level of authority to ensure that accurate and relevant information is available in a timely manner.</p> <p>A document control system should be established.</p>
3. Mechanisms to Facilitate Early Reporting and Intervention of Injuries/Claims	<p>The Agency is to define how it will:</p> <p>3.1 Early Reporting</p> <ul style="list-style-type: none"> i. Implement a variety of mechanisms to facilitate early reporting ii. Manage timeframes for early reporting iii. Manage employer training and educational requirements iv. Administer any early reporting incentive scheme v. Manage corrective action for late submissions <p>3.2 Early Intervention</p> <p>Analyse incoming data</p> <ul style="list-style-type: none"> i. Develop and implement intervention strategie ii. Manage key contact points with key parties <p>Administer provisional payments</p>	<p>Employers should be encouraged to report all work-related injuries to the Agency; and the Agency should report all work related injuries that may lead to a claim for workers compensation to the Tasmanian Risk Management Fund Administration.</p> <p>Early reporting and intervention will assist in the injury management and return to work process and enhance the likelihood of positive return to work outcomes.</p> <p>Procedures should include but not be limited to:</p> <ul style="list-style-type: none"> /// Advising employers of their obligations to record and report injuries /// Identifying the expected reporting timeframes /// Identifying key parties, roles, responsibilities and timeframes for establishing and maintaining contact /// Ensuring that information provided on the claim form is complete and accurate /// Identifying a process for managing late reporting, including advising employers of the consequences of failure to report within the specified timeframes /// Ensuring people with responsibilities under the injury management program receive appropriate instruction/ training to enable them to do the tasks they have been allocated.

Key Elements	Criteria	Explanation
<p>4. Communication Management</p>	<p>The Agency is to define how it will:</p> <p>4.1 Communication</p> <ul style="list-style-type: none"> i. Promote open and honest communication ii. Ensure the timeliness of communication iii. Ensure the correct application of both oral and written communication iv. Ensure communication is clear and in 'plain English' v. Ensure communication is non-threatening vi. Ensure interpreting services are made available when necessary <p>4.2 Communication with key parties</p> <ul style="list-style-type: none"> vii. Manage contact points and formal channels of communication between all parties viii. Ensure that employee obligations are described and communicated effectively ix. Ensure that roles, activities and/or services that are to be delivered by external providers are clearly identified and communicated to key parties 	<p>An effective injury management program relies upon the provision of timely and accurate information. All communication should be conducted in a non-threatening manner. Procedures should be developed that identify the mechanisms for communication, including how it will be both managed and facilitated. The procedures should include but not be limited to:</p> <ul style="list-style-type: none"> ■ identifying key contacts ■ specifying timeframes for establishing initial contact and ongoing contact ■ documenting recording requirements for all contacts ■ identifying methods for the provision of information including informing workers of all relevant organisational procedures relevant to the injury management and return to work processes ■ identifying and communicating the roles and responsibilities of all parties in the communication process ■ identifying an issue resolution process that sets out the means by which an injured worker can progress an issue or matter of concern ■ where appropriate, identifying the involvement of any external body if an issue cannot be resolved within the organisation ■ where an injured worker has difficulty understanding or reading English the information should be translated or directly explained to individuals in a language and format that can be clearly understood. <p>The Agency should seek to regularly engage with injured workers and employers, in particular they should:</p> <ul style="list-style-type: none"> ■ encourage and foster good relationships between those involved in the injury management process ■ manage and change injured worker and employer perceptions for the better of key principles such as the health benefits of work ■ foster and encourage a productive working relationship between key stakeholders involved in the injury management process ■ involve and seek feedback from injured workers and employers ■ seek buy-in from injured workers and employers to assist in decision making ■ ensure the early detection and resolution of potential barriers, issues and conflicts ■ encourage injured workers to take ownership of their recovery.
<p>5. Records Management</p>	<p>5.1 Procedures should be established and maintained for managing records to the Agency's injury management activities.</p>	<p>An effective records management system should be in place. The records management system should include policies and procedures for identifying, storing and retaining files and supporting documentation relevant to the injury management and return to work process for injured workers and for maintaining the approved injury management program.</p>

Key Elements	Criteria	Explanation
<p>6. Role of the Injury Management Co-ordinator (IMC)</p>	<p>The Agency is to define how it will:</p> <ul style="list-style-type: none"> 6.1. Manage the role, responsibilities and duties of an IMC (including quantity requirements and IMC activities that are overseen rather than performed) 6.2. Manage the skill and knowledge requirements 6.3. Ensure the identification and provision of training requirements 6.4. Manage the appointment process 6.5. Manage and monitor the IMC role or activities that are to be delivered by an external IMC including but not limited to clearly identifying and communicating the roles or activities that are to be delivered 	<p>The role of the IMC is to co-ordinate and oversee the entire injury management process. The Agency should identify the number of IMCs based on the need of the organisation. The IMC should be provided with adequate resources to enable them to effectively carry out their duties including performance and/or oversight of:</p> <ul style="list-style-type: none"> ■ making contact with the worker, the employer and the worker's primary treating medical practitioner, as soon as practicable after the worker is assigned to the IMC ■ developing, reviewing, modifying and implementing injury management plans and return to work plans, as agreed with the worker or determined by the Tribunal ■ regularly reviewing the work capacity of the worker and investigating and arranging options for the worker's retraining or redeployment ■ making arrangements for the rehabilitation of the worker so that the worker returns to work as soon as is possible and appropriate ■ involving the following people in the management of the worker's injury and return to work: <ul style="list-style-type: none"> o the worker, the worker's employer and the employer's insurer o the primary treating medical practitioner and other treating medical practitioners; and o if necessary or desirable workplace rehabilitation providers, return to work co-ordinators, supervisors and line managers, allied health professionals ■ collating medical information ■ maintaining relevant documentation ■ making attempts to resolve disputes about injury management for in respect of the worker ■ providing information on injury management to the worker and their employer ■ any other duties that are prescribed <p>The Agency should have procedures in place that identify the IMC role within the injury management program. The key components of the IMC role should be formally identified, documented and communicated. Procedures may address but should not be limited to the following components:</p> <ul style="list-style-type: none"> ■ Role Statement ■ Responsibilities ■ Obligations ■ Authority to act ■ Accountability ■ Key performance indicators ■ Minimum competency/training requirements.

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<p>7. Role of the Workplace Rehabilitation Provider (WRP)</p>	<p>The Agency is to define how it will:</p> <p>7.1 Manage the role, responsibilities and duties of a WRP</p> <p>7.2 Manage the skill and knowledge requirements</p> <p>7.3 Manage the selection process for external WRPs</p> <p>7.4 Manage the referral process of an injured worker to an WRP</p> <p>7.5 Manage and monitor external WRPs including but not limited to clearly identifying and communicating the services that are to be delivered.</p>	<p>A WRP is accredited by the WorkCover Tasmania Board and has the qualifications, experience and expertise appropriate to provide timely intervention with services based on the assessed need of the worker and the workplace.</p> <p>A WRP identifies and addresses the critical physical, psychological, social, environmental and organisational risk factors which may have an impact on a worker's ability to successfully return to work. It achieves this through delivering workplace rehabilitation services.</p> <p>Workplace rehabilitation services are prescribed under the <i>Workers Rehabilitation and Compensation Act 1988</i> as:</p> <ul style="list-style-type: none"> /// initial workplace rehabilitation assessment /// assessment of the functional capacity of a worker /// workplace assessment /// job analysis /// advice about job modification /// rehabilitation counselling /// vocational assessment /// advice or assistance with job seeking /// advice or assistance arranging vocational re-education or retraining. <p>Workplace rehabilitation does not include:</p> <ul style="list-style-type: none"> /// work conditioning /// treatment (including therapeutic counselling) /// overseeing/monitoring an injured worker's treatment /// determining a worker's ongoing entitlements /// claims management /// assessment of daily living. <p>While providers have the skills to perform some or all of these services, they are not considered workplace rehabilitation services.</p> <p>The Agency should have procedures in place that identify the WRP role within the injury management program. The key components of the WRP role should be formally identified, documented and communicated.</p> <p>Where external WRPs are engaged, the specific types of service and standards of service should be detailed. At relevant periods of time the services delivered should be reviewed for conformance with any agreements.</p> <p>The Agency should have procedures in place to:</p> <ul style="list-style-type: none"> /// Consult with the injured worker, employer and nominated treated doctor when referring to a WRP /// Advise the injured worker that they can choose a WRP /// Inform the injured worker of the process to be followed when changing a WRP.

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<p>8. Role of the Return to Work Co-ordinator (RTWC)</p>	<p>The Agency is to define how it will:</p> <p>8.1 Manage the identification of a RTWC</p> <p>8.2 Co-ordinate the role, responsibilities and duties of a RTWC</p> <p>8.3 Suitably train RTWCs</p>	<p>The role of the RTWC is to facilitate and co-ordinate the injured worker's return to work within the workplace. The RTWC should be provided with adequate resources to enable them to effectively carry out their duties, which may include:</p> <ul style="list-style-type: none"> ■ Aspects of return to work requirements at the workplace ■ Assisting in the rehabilitation and return to work for injured workers, monitor progress, develop and review return to work plans and injury management plans ■ Assisting in the identification of suitable alternative duties and if necessary alternative job placements or redeployment in the workplace ■ Assisting in the communication and management of the relationship between all parties ■ Other functions specified by the Agency. <p>The Agency should have procedures in place that identify the RTWC role within the injury management program. The key components of the RTWC role should be formally identified, documented and communicated.</p>

Key Elements	Criteria	Explanation
<p>9. Medical Management</p>	<p>The Agency is to define how it will:</p> <p>9.1 Primary Treating Medical Practitioners (PTMP)</p> <ul style="list-style-type: none"> i. Monitor the timeliness of appointments for injured worker medical consultations and treatment ii. Manage the provision of information including but not limited to: <ul style="list-style-type: none"> a. facilitating notification of a change to the injured worker's PTMP and; b. subsequent authorisation to release relevant medical records. iii. Manage contact points between involved parties - in particular with the PTMP iv. Ensure systems are in place for the management of medical certificates. This may include but is not limited to monitoring and reporting on the quality of medical certificates v. Ensure systems are in place for the management of medical reports <p>9.2 Independent Medical Reviews</p> <ul style="list-style-type: none"> i. Manage the process for seeking and undertaking reviews ii. Manage consultation requirements – in particular with the PTMP iii. Manage the provision of information including but not limited to: iv. Notifying the injured worker of the reasons for seeking a review v. Provide copies of the review report to the IMC and the PTMP vi. Manage contact points between involved parties vii. Monitor the use of independent medical reviews <p>Ensure that the independent medical assessor is fully informed of all necessary information prior to undertaking an independent medical review. This may include but is not limited to arranging communication between the independent medical assessor and the primary treating medical practitioner prior to undertaking the independent medical review.</p>	<p>The procedures should recognise the central role the PTMP plays in the injury management process. The PTMP usually should have ongoing contact with the injured worker throughout the injury management and return to work process and plays a key role in the communication between the injured worker, the employer and the Agency.</p> <p>Procedures should be developed that include but are not limited to:</p> <ul style="list-style-type: none"> /// The injured worker's right to choose their PTMP /// The role and responsibilities of the PTMP and specialist service providers /// The process for monitoring medical treatment, consultations, referrals and specialist care /// Requirements for access to medical records and the provision of information /// The process for the management of communication between the parties including identifying the preferred means of contact and expected reporting timeframes. <p><i>Independent Medical reviews:</i></p> <p>Independent medical opinions or medical reviews may be sought when there are concerns about issues such as the diagnosis, proposed treatment, certified level of incapacity etc. Where multiple, opinions/reviews are sought, this can result in stress for the injured worker, delays, and increased costs to the TRMF. Procedures should be developed that include but are not limited to:</p> <ul style="list-style-type: none"> /// The process for obtaining an independent medical review /// The process for informing the injured worker of the reasons for seeking such a review /// The process for discussing matters of concern with the injured worker and the injured worker's PTMP /// The process for the management of medical records and the provision of information /// The process for the management of communication between the parties including identifying the preferred means of contact and expected reporting timeframes /// The process for conciliation where the injured worker objects to an independent medical review. ///

Key Elements	Criteria	Explanation
<p>10. Return to Work</p>	<p>The Agency is to define how it will:</p> <p>10.1 Co-ordinate those involved in the injury management process, including but not limited to:</p> <ul style="list-style-type: none"> i. Injury Management Co-ordinators ii. Workplace Rehabilitation Providers iii. Return to Work Co-ordinators <p>10.2 Manage Injury Management Plans and Return to Work Plans. This should include but not be limited to:</p> <ul style="list-style-type: none"> i. Ensuring the development and implementation of plans when required ii. Managing consultation requirements between key parties iii. Ensuring the assessment of return to work options is completed thoroughly iv. Ensuring the return to work hierarchy is applied v. Ensuring workplace visits are undertaken when necessary vi. Ensuring suitable and meaningful alternative duties are identified and modified where practicable vii. Recognising limitations during return to work viii. Ensuring the regular review, monitor and modification of plans when necessary ix. Regularly assessing outcomes for all parties involved <p>10.3 Reflect and promote the health benefits of work</p> <p>10.4 Ensure all activities support the principles of the Clinical Framework for the Delivery of Health Services</p> <p>10.5 Application of evidence based guidelines</p> <ul style="list-style-type: none"> i. Identify optimal return to work outcomes based on evidence based guidelines ii. Monitor progress against target outcomes iii. Take appropriate action where cases exceed evidence based guidelines 	<ul style="list-style-type: none"> ■ The injury management program should encourage full and open communication between everyone involved in the injury management and return to work process. Poor communication can lead to delays, confusion and misunderstanding and is recognised as presenting a major barrier to effective injury management. Proper planning and co-ordination of the injury management process will facilitate effective communication between the parties, eliminate duplication of effort and confusion and ensure that the injury management process runs smoothly and results in positive outcomes for the injured worker. ■ Return to Work Plans – A simple plan for co-ordinating and managing the treatment, rehabilitation and return to work of an injured worker. A return to work plan is to be developed for an injured worker who suffers an injury that is likely to result in total or partial incapacity for more than 5 working days and/ or requires or is likely to require ongoing medical treatment. ■ Injury Management Plans – A comprehensive plan for co-ordinating and managing the treatment, rehabilitation and return to work of an injured worker. An injury management plan is to be developed for an injured worker who is likely to be totally or partially incapacitated for work for more than 28 days and/ or the primary treating medical practitioner indicates that the injury is complex. ■ Where plans are developed, at a minimum both the injured worker and the employer are to agree to co-operate and comply with the plan. Plans are to be signed by both parties, wherever possible, however other mechanisms for obtaining agreement (such as email) may be used in circumstances where it may not be practicable to pursue signatures. ■ Plans must be realistic, achievable, tailored to the individual's circumstances and developed as soon as practicable in consultation with the relevant parties. Plans must be reviewed regularly by the relevant parties and modified where necessary. ■

Key Elements	Criteria	Explanation
<p>11. Management of Alternative Duties</p>	<p>The Agency is to define how it will:</p> <p>11.1 Alternative Duties</p> <ul style="list-style-type: none"> i. Ensure that where an injured worker is certified as having work capacity that alternative duties are considered ii. Ensure alternate duties are both suitable and meaningful iii. Ensure departments provide notification of alternative duties that are available (facilitated by a list of general duties to be supplied by the WorkCover Tasmania Board) iv. Ensure matters relating to outputs unwilling and/or unable to provide alternative duties are handled in accordance with internal policies and procedures. <p>11.2 Retraining and Redeploying within the State Service</p> <ul style="list-style-type: none"> i. Ensure the early identification of injured workers who require retraining and/or redeploying ii. Establish and maintain arrangements and/or incentives for retraining, skill enhancement, and redeployment opportunities of injured workers that have some work capacity 	<p>The Agency has an obligation to provide suitable and meaningful alternative duties at the workplace while the injured worker recovers from injury.</p> <p>The Agency should have procedures in place that ensure injured workers are consulted and given the opportunity to participate in the identification and selection of alternative duties. Injured workers should also actively contribute to and participate in the process of reviewing and providing feedback to the Agency or the output on the adequacy and appropriateness of alternative duties provided. The Agency should develop procedures that include but are not limited to:</p> <ul style="list-style-type: none"> /// Communicating to outputs their responsibility for identifying alternative duties and their obligation to compile a list of alternative duties that is to be supplied to the Agency /// Helping outputs identify and provide alternative duties /// Monitoring and reviewing an output's ability to identify and provide suitable alternative duties /// Procedures for retraining and redeploying within another state service agency /// Advising outputs of the consequences of failure to identify and provide alternative duties /// Managing outputs' non-compliance /// Notifying outputs' non-compliance to the WorkCover Tasmania Board. ///
<p>12. The role and responsibility of the Fund Administration Agent</p>	<p>12.1 The Agency will have procedures to identify the roles and responsibilities of the Fund Administration Agent</p> <ul style="list-style-type: none"> i. contact points ii. role of the Fund Administration Agent iii. exchange of information relating to the management of claims 	<p>The Agency must develop procedures that define its arrangements for dealing with the Fund Administration Agent. These procedures should identify how the Agency will co-ordinate and manage the process and should include but not be limited to:</p> <ul style="list-style-type: none"> /// roles and responsibilities of key personnel /// how the Agency will communicate with Fund Administration Agent /// how the Agency will manage the transfer of information and document exchange to the Fund Administration Agent /// review legislative timeframes expected of the Fund Administration Agent /// how the Agency will address any non-conformance issues with the Fund Administration Agent. ///

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