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Example entry

Category nine – Best rehabilitation and return to work management system

1: Key elements of the rehabilitation and return to work system.

RGF Staffing APEJ (RGF) demonstrate commitment to the care and recovery of our employees from the top down. By prioritizing our own company culture we encourage ALL staff to place our employees in the best position to continue a healthy employment journey. The mechanisms which enable this to happen are demonstrated in RGF's:

- 'Circle of Support' (Attachment-A)
- Return to Work Partnership (Attachment-B)
- Internal Training Document (Attachment-C)

It is our customer centric approach focusing on individual needs and acknowledging no two people are the same, that sees us successfully tailor individual programs. There is a dedicated Injury Management Team with backgrounds in allied health, insurance and operations. Each employee is allocated an Injury Management Specialist (IMS) who is the primary facilitator of treatment and RTW. The IMS fosters a trusting relationship through regular and transparent contact. The needs of the individual are well understood from the beginning and are at the forefront of all decisions. Consideration for additional services (i.e. translator/domestic assistance/new worksite) is given. Connecting all parts of our wide and multidisciplinary business', we are well positioned to address individual requirements for success through injury and beyond.

The designated IMS will attend an initial in-person consult with the employee to discuss desired goals for their recovery, return to work and personal activities. Attending ongoing case conferences with the employee and their treating physician, along with on-site check ins, the opportunities to collaborate and address progress, goals, and any foreseen barriers are endless.

The administration system used by IMS requests 'Risk Assessments' be completed post initial contacts and at key milestones throughout the claim. This tool assists in identifying barriers, including NWR, that may affect a worker's recovery. The tool considers employee, psychosocial, employment, rehabilitation, treatment provider and case manager factors.



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Information collated ranks a claim as low, medium or high risk (Attachment-D), and provides opportunity for the IMS to implement strategies to overcome barriers & reduce any stress on our employees.

Utilising the risk assessment tool and attending case conferences regularly, the IMS team can communicate barriers back to the business so strategies can be rolled out in an efficient manner to support the worker. Examples: arranging a translator, transport to and from work/treatment, providing alternate work site.

Alongside phone contact and face to face case conferencing/site visits, RGF have implemented other processes to ensure employees stay well informed. This includes an Introduction letter outlining what they can expect from RGF (Attachment E), and where to seek assistance. RTW Plans are also regularly updated, with soft and hard copies shared (Attachment-F).

RTW Plans verify treatment & service needs, plans for the coming week and contact details of all acting personnel. All forms of communication are supported by a commitment to privacy and confidentiality.

RGF processes are regularly reviewed upon feedback we receive from staff, clients, THPs and employees via online feedback forms (Attachment-G). Claim costs, stay at work rates and volume of employee's participating in RTW are analysed monthly to assess recovery outcomes, and where identified, make amendments to better support our employees.

2: What initiatives are in place to ensure the workplace has a strong return to work culture?

Analysing the implications of RTW on a Labour-Hire company and effects of not having full control over our client's environment, the need to reinforce what WE can do internally was identified. The "Circle of Support" was designed to demonstrate how working together enables us to focus on what our employees need to return to full-health. With responsibilities shared, we can drive results by connecting all parts of our business. It is the 'behind the scenes' work of all Business Units that drives success and sets us apart!

We are uniquely placed to offer not only one-on-one support during the recovery process, but also RTW support and assistance finding new roles, leveraging the RGF broader group network if the employee can no longer continue in their current role.



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The 'Circle' demonstrates how successful RTW requires a team effort. All stakeholders are needed to effectively manage the medical/financial/social elements of an injury. The 'Circle' encompasses RGFs values to own, respect and action. By having a clearly defined visual concept in place, we inject our businesses with the "safety mindset" which is essential in a successful workplace rehabilitation program.

In conjunction with the 'Circle', RGF's specialised Safety & IM Training is a mandatory requirement for staff regardless of position. Initial/refresher training is delivered to ensure the business understands what constitutes best practice, and how everyone can play a role in supporting our employees. The aim is to minimise the impact on our employees and business. By making the training mandatory, we further instil the safety culture in our organisation.

Staff feedback is sought post training to gain an understanding of how it was received, along with identifying areas requiring greater clarification. Utilising feedback forms, we have been able to alter the delivery of the package to ensure it is communicated in a way best understood. COVID-19 presented a barrier with delivering the training in-person, but Safety and IM Team adapted and rolled out sessions online, ensuring new/ongoing employees were captured in an interactive forum.

Additional Tools (Attachment-H) are provided to ensure staff are well positioned when an injury/illness is reported (Attachment-I).

The relationship with our Clients and RTW Partnership is also key to RGFs success. Supported by Contractual Agreements and the Account Management Team, we review our ability to rehabilitate at work and endeavour to not let our Labour-Hire label interfere.

RTW is a KPI set by our leadership team to drive performance. By having this as a KPI, the commitment flows through to all Business Units, with regular communication on how everyone can positively impact the result, and the experience of our employees. Our performance is measured and communicated in several ways, including but not limited to financial/performance reporting (Attachment-J).

The attached data supports our initiative and demonstrates how we utilise our network to increase the number of available options and provide meaningful work for employees when the pre-injury site is not an option. The flow on effects with regards to overall moral, claims performance and injury rates are well documented (Attachment-K).

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3: Provide one detailed example that demonstrates your approach to injury management and how your organisation contributed to successful stay at/return to work outcomes for an injured worker.

Commencing her Chandler Macleod (CM) employment journey in a Warehouse, working as an Order Picker at one of our Manufacturing Clients, our employee reported a right shoulder injury. The IMS assigned quickly reached out to our employee to ensure they knew they were not alone. Initial Contact and the subsequent completion of the Risk Assessment Tool focused on care and support, along with identifying any early indications that suggested additional services may be required.

Treatment needs were identified, and conversation around work duties, physical symptoms and capabilities were discussed.

Post confirmation of diagnosis and certified work restrictions, the IMS reviewed the potential to return this employee to their pre-injury site. When it became apparent this was not possible nor appropriate, a conversation was held with the employee to identify transferrable skills and consider alternative options. Utilising the large CM network, a role was identified under a different Business within CM and meant transferring this employee from the blue-collar labour hire division to a fixed workforce in hospitality.

With faith and trust in the IMS and a shared goal of RTW, the employee disclosed her prior employment in customer service and hospitality. Considering location and the availability of the employee, the IMS consulted multiple Divisions and Managers (from within our RGF Staffing business network) to see who was best equipped to assist. A Hotel setting was subsequently identified as appropriate and the employee was consulted and confirmed participation, then site induction was scheduled.

Due to the strong relationship between all CM Stakeholders, and the recognised appreciation and understanding for the role they can play in rehabilitating our people, an alternative role was identified in no time.

Throughout the duration of the placement the IMS remained in contact with the employee. With the support of the Housekeeping Manager, the IMS ensured the allocated duties were within restriction. Our employee was encouraged to speak up if they had any concerns. Physical and Virtual communication methods were used, so the employee knew they had the ability to ask for help. Regular check-ins ensured the employee felt respected and heard. Creating a safe space for recovery aided not just the physical but the mental and social aspect of recovering post injury, leading to a very positive outlook.



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The employee's rehabilitation and RTW was a success due to the support provided from the very beginning. The IMS utilised the 'Circle of Support' to identify duties, and ensure tasks were managed by well trained and likeminded individuals who understood the impact they themselves could make. The key was having the network of people ready to assist, even before the injury occurred.

Prior to the employee's claim being finalised, the IMS assisted with transferring the employee to a permanent role within the AHS Business. It was determined a better physical fit long term, and it was an opportunity welcomed by the employee. After 3 months the employee was promoted to a Supervisory role, which she credits the unending support and encouragement she received during her rehabilitation.



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