



**Five Hills
Health Region**

Healthy People – Healthy Communities

Wellness & Attendance Handbook



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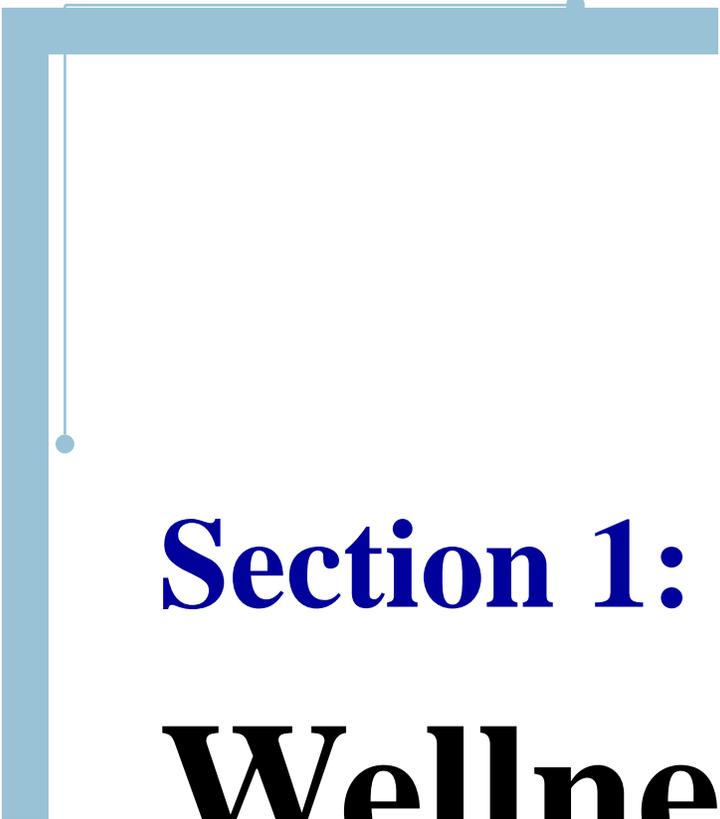
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Section 1:

**Wellness
Promotion**



Shift Worker Wellness: Shifting to Wellness in Healthcare

This information was specifically designed to address the challenges facing shift workers and their families. Topics include:

- Circadian rhythms and sleep
- Fatigue and safety
- Change management
- Managing stress
- Healthy eating
- Active living
- Tobacco reduction

The **SECRET** to Working Shifts

Sleeping Habits

Sleep is essential to health and normal functioning. If you are tired, you are more at risk for injury.

Tips to manage your work and sleep schedule:

- If you work afternoons or nights and you average only 4-6 hours of sleep a day, take a nap before going to work.
- If working shifts, try to sleep at night and not during the day when you have a night off duty.
- Reduce noise in your bedroom before sleeping (e.g., unplug phone or use fan to mask noises).
- Avoid stimulants 3-4 hours before bedtime (e.g., caffeine, nicotine, alcohol or drugs) as these will cause you to wake up after a few hours or make it difficult to fall asleep.
- Remember you have the ability to access the FHHR Employee Family Assistance Program.

Eating

Tips to manage a healthy diet:

Shift work can cause stomach and digestive problems as a result of irregular eating habits.

Time meals carefully. When you work afternoon shifts, have your main meal in the middle of the day, instead of the middle of the work shift.

Balance your food intake even if snacking: milk groups, meat or meat alternatives, grains, fruits and vegetables.

Controlling Stress

Tips to manage stress:

- Accept who you are—including your own limitations.
- Leave work at work: make a clean break between work and home.
- Pursue non-work related interests and hobbies.
- Use relaxation methods such as yoga or tai chi.
- Assume responsibility for controlling the sources of stress in your life
- Work with a counselor to develop personal tips for managing stress.

Relationships

Tips to maintain relationships:

- Try to have at least one meal a day with the family—this might be breakfast if you work the evening or night shift.
- Plan personal time with your family and make time to enjoy friendships.

Exercise

Fitness contributes to good health by improving your quality of life and helping you achieve a state of relaxation.

Tips for exercise:

- Exercise at least 30 minutes a day, 4 days a week.
- Jogging, walking and aerobic dancing are examples of exercise that will reduce stress and feelings of fatigue and increase your sense of well-being.
- The best time to exercise is shortly after you get up from sleeping.

Tip

Don't be afraid to ask colleagues who have worked shifts for years "What's their secret?"

Working Relationships:

Healthy workplace relationships promote employee wellbeing and regular attendance by contributing to a safe, respectful and comfortable work environment.

Employee conduct in the Five Hills Health Region is guided by the Region's Vision, Mission and Values, the Code of Conduct and the Respect & Dignity Policy. These documents are available to all employees via the region's intranet or by contacting your director.

In the event that an unhealthy relationship in the workplace is adversely impacting your wellbeing and/or your ability to attend work regularly, please contact your director immediately for assistance in resolving any such issues.

See References page 22

Work Environment

FHHR provides a number of safe and healthy work environment initiatives, including:

- Ceiling lifts and other musculoskeletal injury interventions
- Transitional Stay-At-Work/Return-to-Work Programs.
- Safer Sharps
- Smoking Cessation Program
- Occupational Health Nursing Program
- Health Protection/immunization
- Union/management safety committee

Transportation

Commuting to work can be time consuming and stressful.

Tips to manage your commute:

- Explore the range of travel options that are practical for your commute, including public transit, biking and carpooling.

Lifestyle

If your lifestyle includes smoking or substance misuse, your ability to attend work on regular basis and provide safe and efficient patient care may be compromised. If you need help to resolve these lifestyle challenges, you may contact the Occupational Health consultant for assistance. In addition, the Employee & Family Assistance Program (EFAP) is available to you and your dependents.

Domestic Factors

FHHR recognizes our staff experience the same domestic pressures as everyone else—financial, personal, family, relationships. Here are some tips:

- **Child Care**—Primary and alternative care arrangements should be in place. If you cannot secure child-care arrangements, speak to your Director about accessing your vacation or over-time bank, shift trade or unpaid leave.
- **Elder Care**—If you need some leave to attend to parental care, speak with your Director about changing your work rotation, leave of absence, vacation, or unpaid leave.
- **Anxiety, burnout, financial stress, etc.**—FHHR provides all employees with access to our Employee & Family Assistance Program. The EFAP's therapists specialize in providing confidential short-term counseling services to healthcare employees and their families.
- **Domestic Violence**—it can take many forms and affect many people—men, women, children, the elderly and those in same-gender relationships. If you are experiencing domestic violence issues, speak to your Director about accessing available resources.

Workplace Accommodation

A workplace accommodation program is for any employee who has had an injury or illness.

The accommodation process may be initiated either:

- 1) on notification of absence from work; or
- 2) on notification to Director that employee has an upcoming absence from work (i.e., surgery).

What is a Workplace Accommodation Program?

A workplace accommodation program is designed to assist workers who have had an injury, illness, surgery to return to the workplace on a gradual or modified basis. It can also apply to an employee who needs an accommodation to enable them to remain at work. It may include:

- changes or modification to your regular work
- Changes to the number of hours worked or duties performed
- modification to your work process
- modification to your working environment
- or any combination of the above

You are required to provide medical documentation from your health care provider regarding your abilities/limitations.

When would you need to be accommodated?

- When you need assistance to remain at work while dealing with an injury/acute/chronic illness.
- When you are ready to return to work following an injury or illness.

Who is involved in the program?

The workplace accommodation program is:

- coordinated by the Occupational Health Consultant or your Director;
- coordinated with you, your Doctor, Director/Manager, union and applicable insurance holder;
- flexible-your accommodation program will be regularly monitored to evaluate progress towards A successful return to regular duties;
- monitored by your Director/Manager and the Occupational Health Consultant.

What are the benefits/ goals of a workplace accommodation?

- Makes it possible for you to regain confidence in your ability to return to work.
- Allows you the opportunity to safely return to work.
- Allows you to pace yourself, get assistance when in doubt and gradually take on more challenging aspects of your work.

How do I access the accommodation program?

- Let your Director/Manager or designate know you can return to work. Provide him/her with your abilities form.
- Director/Manager organizes a meeting with you, Occupational Health and others as required.
- The employee arranges for union representation.
- Participants draw up written plan.
- Program is monitored by Director/Manager and Occupational Health.
- If modifications are required, then Occupational Health Consultant will coordinate with applicable Parties and the same process will be followed.

Payroll Coding Explanation (Will be confirmed during the meeting)

Integrated (Code ZE—Regular) (Code VE—Extended)

- Paid by Five Hills Health Region for the hours they are in the workplace.
- May have reduced or full hours combined with regular, modified or re-bundled duties.
- No extra staff required—part of staff compliment.

Integrated, Extra (Code ZR—Regular) (Code VR—Extended)

- Paid by Five Hills Health Region for the hours they are in the workplace.
- Extra to the regular staff compliment due to the employee's accommodation restrictions.

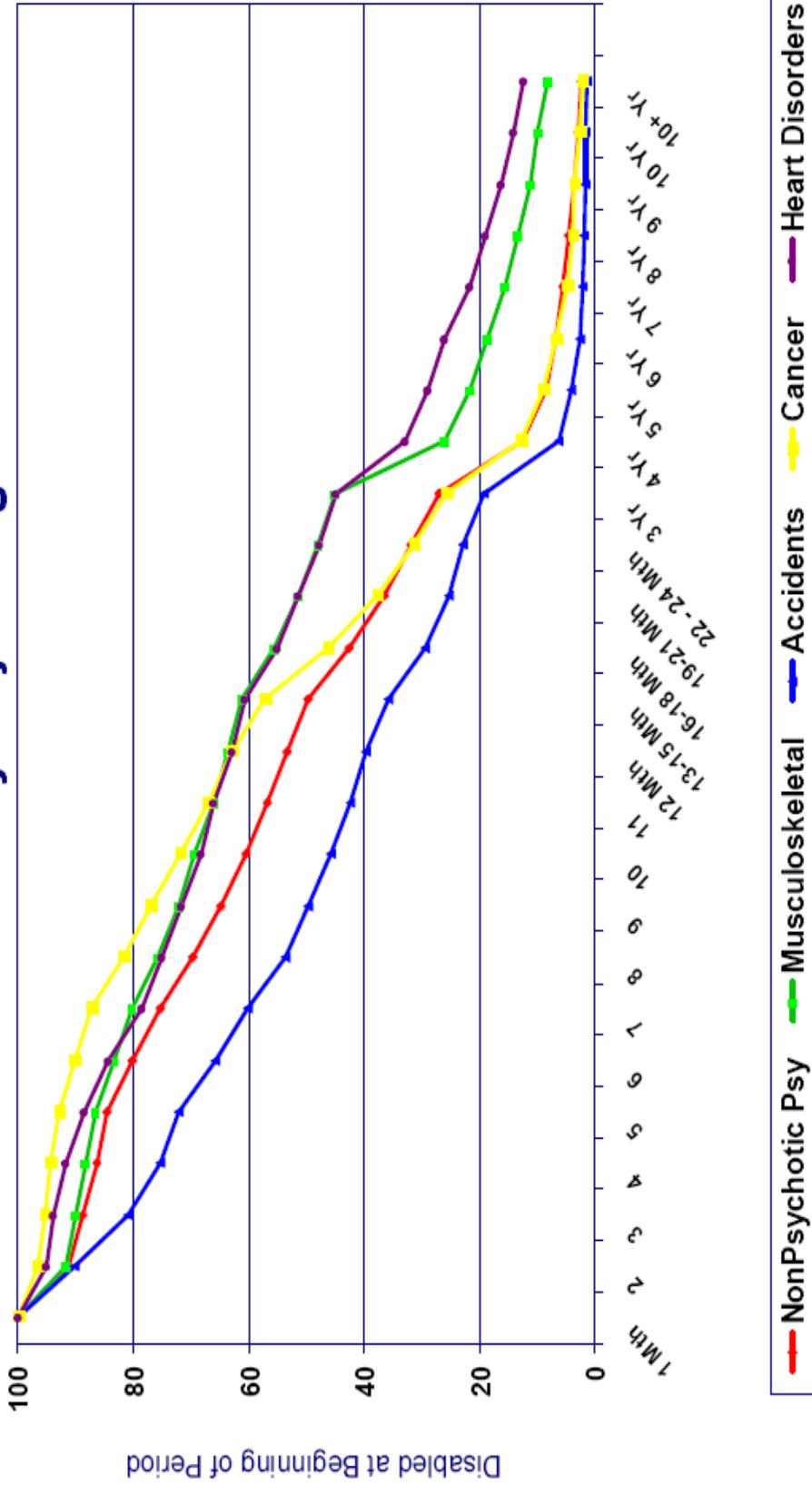
Supernumerary (Code LI)

- Used only with SGI or DIP (sometimes).
- Paid by insurer regardless how many hours in the workplace.

Severity

LTD Recoveries

Recoveries by Major Diagnosis



Source: GWL Data

EMPLOYEE ABILITIES FORM

Five Hills Health Region
455 Fairford Street East
Moose Jaw, SK S6H 1H3

HEALTH CARE PROVIDER: PLEASE COMPLETE AND PROVIDE TO THE EMPLOYEE FOR DELIVERY TO THE EMPLOYER

This form is to be completed by the Health Care Provider who is providing treatment or therapy for the employee. For example, this includes but is not limited to a chiropractor, mental health specialist, general practitioner, physician specialist or occupational therapist. Please base your responses on objective testing or medical findings. Do not provide diagnosis or treatment information.

PATIENT/CLIENT NAME: (Please print) _____

1. Present physical restrictions include:

- standing
- sitting
- lifting (# of lbs/kg)
- overhead reaching
- reaching
- walking
- turning
- stairs
- ladders
- pushing/pulling
- environment
- other (please describe) _____

2. Present cognitive restrictions include:

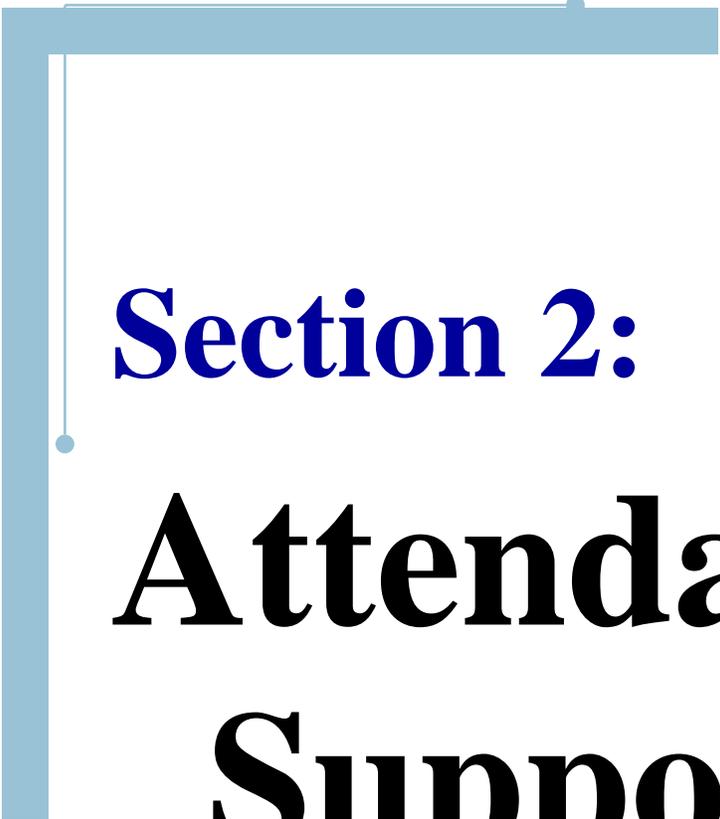
- sight
- speech
- hearing
- concentration
- memory
- judgement
- public contact
- multiple tasks
- provide supervision
- receive supervision
- other (please describe) _____

3. Restrictions to physical stamina, working hours or shifts:

- no restrictions
 - 3 hours
 - 4 hours
 - 5 hours
 - 6 hours
 - 7 hours
 - 8 – 10 hours
- Number of shifts per week: no restrictions 1 2 3 4 5 6
- other (please describe) _____

The disability may affect activity for: Number of days if < 7 _____ 8-14 15-21 > 21 days

COMMENTS: _____



Section 2:

**Attendance
Support**



Attendance Support Policy

Sick Leave Benefit Usage Request Procedure

Director

- Employees are to required to call their Director (or Designate) when they are ill.
- Employees are expected to provide their Director with information as to when they will be returning to work.
- Director will advise the employee if a medical certificate or completion of the Abilities form is required.
- Director will advise you as to how often you should be calling them to provide them with an update on your illness/injury/absence.
- Director may ask you the questions identified in appendix ??
- Your Director is required to ask whether you can be accommodated or if the absence is related to a workplace incident.
- During your absence you may be contacted by an Occupational Health Consultant.

Employee

- You will notify your Director of your absence as per the policy to ensure that all work is completed.
- It is expected that you will maintain contact with your Director during your absence as per your Director's request.
- You will be expected to provide documentation when it is requested.
- You must seek clarification if the expectations are unclear or you are uncertain.
- It is expected that you will actively participate in your accommodation.
- You may be required to provide evidence of fitness for work or a completed "Abilities" form. (Page 7)
- Staff will support their colleagues and participate in a co-worker's accommodation program.
- Please note you are not required to provide diagnosis, etc.

For additional information pertaining to this policy Human Resource Policy Manual—Policy 610 "Attendance Support"

Section 2: Attendance Support Overview

Attendance Support identifies, alerts and assists employees with high sick leave to achieve regular attendance. This program is non-disciplinary.

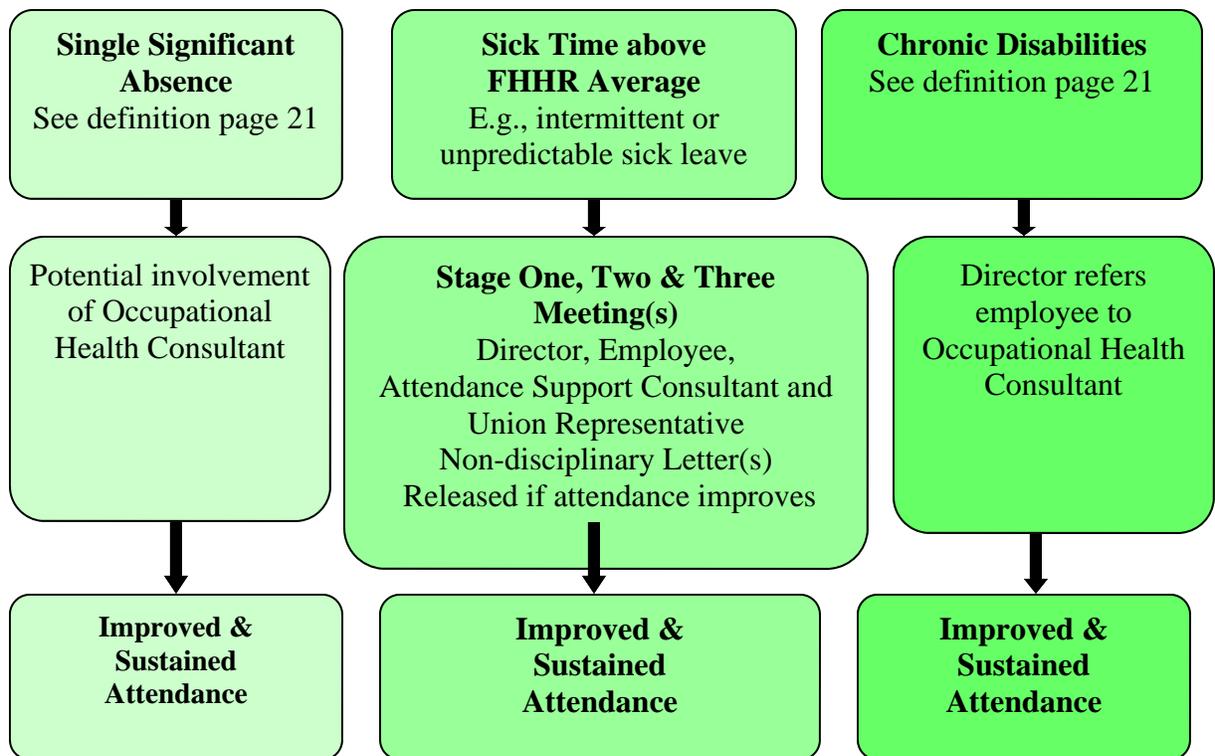
Screening—High Sick Time

The employee and the Director, will schedule attendance review meetings for an employee whose paid sick time exceeds FHHR average. The employee is responsible to arrange for union representation for this meeting.

If related to a single significant absence or chronic disability the employee may be referred to or contacted by the Occupational Health Consultant.

Attendance Review Meeting

Director, Employee, Attendance Support Consultant and Union Representative
Purpose: To determine the type of absence; cause(s); support and desired outcome. This Attendance Support Policy applies to Non-Culpable absences only.



The Program may be modified depending on employee's circumstances.

Attendance Support Meeting Preparation

DISCUSSION TOPICS:

- Employee's work and sick leave history will be reviewed.
- Is there a single significant illness/injury or chronic disability?
- Are there underlying causes of your sick leave (health, workplace, domestic)?
- Encourage wellness strategies:
 - proper diet, exercise and sufficient sleep
 - follow safety rules at work and take appropriate safety measures when participating in activities outside of work
 - take time for rest and recreation
 - see doctor as required and follow prescribed treatments
 - consult a trusted resource (e.g., EFAP) if having trouble dealing with an issue.
- Importance of regular attendance is the key message to be communicated.

Actions which may be taken

1. No action taken as sick leave relates to single significant absence and resolution has been achieved.

OR

2. Employee may be placed on a watch list. Which means that attendance will continue to be monitored.

OR

3. Stage 1 Attendance meeting will be scheduled.

Stage 1—Attendance Support Meeting

DISCUSSION TOPICS:

- Review employee's Work & Leave for the most recent 12, 24, 36 month period.
- Why is your sick leave above the FHHR average?
- Is there a single significant illness/injury or chronic disability?
- Are there underlying causes of your sick leave (health, workplace, domestic)?
- Encourage wellness strategies:
 - proper diet, exercise and sufficient sleep
 - follow safety rules at work and take appropriate safety measures when participating in activities outside of work
 - take time for rest and recreation
 - see doctor as required and follow prescribed treatments
 - consult a trusted resource (e.g., EFAP) if having trouble dealing with an issue.
- Communicate importance of regular attendance.
- Identify any trends which may become apparent.
- Referral to the Occupational Health Consultant may occur at any stage
- Identify action plan for either the employee or their Director.

Following meeting, Director may:

1. No action taken as sick leave relates to single significant absence and resolution has been achieved.

OR

2. Refer employee to the Occupational Health Consultant. Attendance will be monitored to ensure regular attendance.

OR

3. Issue non disciplinary letter and confirm employee is in Attendance program.

On-going Screening of Sick Leave:

- The sick leave rate for employees in the Attendance Support Program will be reviewed in 4-6 months.
- If employee's estimated annual sick leave is reduced to the FHHR average within the above time period, a letter will be provided advising them of such. A copy of this letter will be filed.

OR

If employee's sick leave remains above the FHHR average, employee will be scheduled for Attendance Support Meeting—Stage 2.

*Reinstatement into the program may occur should the FHHR average be exceeded.

Stage 2—Attendance Support Meeting

DISCUSSION TOPICS:

Same as Stage 1 but including:

- Review employee's Work & Leave Calendar since last meeting.
- Confirm any progress being achieved or further deterioration.
- Communicate importance of sustaining regular attendance.
- Advise the employee if a medical certificate will be required.
- Review when Occupational Fitness Form may be required.
- State warning regarding employment and how their absence impacts their colleagues.
- Discuss with the employee whether any other actions should be taken (ie same day call in, reduction of hours, limitation of overtime etc).
- The Occupational Health/Labour Relations Consultant may attend stage 2 meetings.

After meeting, Director may:

1. Issue non-disciplinary letter.
 - Employee remains in program
 - Medical information is requested
 - Actions required

AND

2. Refer Employee to Occupational Health or Labour Relations.

Ongoing Screening of Sick Leave:

The sick leave rate for employees in the Attendance Support Program will be reviewed within 2-3 months from the most recent meeting.

If employee's 12 month sick leave average is at or below FHHR regional average, the attendance meetings will be discontinued with a letter being provided to the employee.

OR

If employee's sick leave remains above the FHHR average, employee will be scheduled for Attendance Support Meeting—Stage 3.

*Reinstatement into the program may occur should the FHHR average be exceeded.

Stage 3—Attendance Support Meeting

DISCUSSION TOPICS:

Same as Stage 1 & 2 but including:

- Why is your sick leave remaining above FHHR average? Has something changed?
- Review completed Abilities Form if previously requested to determine if employee has chronic medical condition. Note: Stage 3 Meeting maybe concluded or delayed until the results of the referral has been received.
- Follow up on the use of utilizing wellness strategies or action plans previously recommended.
- Remind Employee of the importance of sustaining regular attendance and how this may jeopardize the employment relationship.
- Reminder of medical certificate and other actions which have been taken.
- Additional actions taken, ie: reduction of hours, removal to work overtime, same day call in practice etc. will be considered and implemented.

After meeting, Director will:

1. Issue non-disciplinary letter.
 - Employee remains in program
 - Medical information is requested
 - Actions items identified with followup

AND

2. Human Resource Consultant and Union representation is required due to changes being implemented. Referral to Occupational Health may occur.

On-going Screening of Sick Leave

The sick leave rate for employees in the Attendance Support Program will be reviewed within 2-3 months.

If the employee's 12 month sick leave average is reduced below FHHR regional average, attendance meetings may cease or it may be determined that a further period of regular attendance is required. A letter will be provided.

OR

If employee's sick leave isn't reduced to at or below FHHR Regional sick leave average, then further meetings will be will be scheduled with additional actions taken.

Such actions may include:

- Further reduction in hours
- Removal of overtime shifts
- Same day call in only
- Change in employment status

*Reinstatement into the program may occur should the FHHR average be exceeded.

Q & A about Attendance Support Program

MEETINGS:

Q: Can I have my union steward at the Attendance Review Meeting(s)?

A: Yes we support and encourage union involvement. Should you choose not to have union representation a signed waiver form will be required

Q: Does high sick leave always lead to an Attendance Review Meeting?

A: Yes—if your Director has information indicating a chronic condition or a single significant absence is present, they set up a meeting to discuss an accommodation. Staff who participate in an accommodation program are monitored to ensure regular attendance is sustained.

Q: I think other people have sick leave that's worse than mine. Why have I been singled out for an interview?

A: All employees with above average sick leave are considered and screened. You will not be aware of meetings held with other employees.

Q: How much time between Attendance Review Meetings?

A: There will generally be 3 to 6 months between each meeting and stage of the review. Discretion must be used dependent on individual circumstances.

Q: When will Attendance Review Meeting(s) be scheduled?

A: FHHR will try to schedule meetings during the employee's work shift. Attendance support meeting will be scheduled during weekday hours. This may result in some employees being required to come in on their time off to attend. Employees

will be paid the appropriate rate as per the Collective Agreements for attending the meeting.

Q: Will information discussed at the meeting regarding my health, domestic or workplace remain confidential?

A: FHHR is committed to preserving the confidentiality of information discussed at the Attendance Support meetings.

FHHR SICK LEAVE AVERAGE:

Q: What is the FHHR sick leave average?

A: The FHHR sick leave average will be calculated on an annual basis. The specific average will be shared with you at your Attendance Support meeting.

Q: What if my sick leave improves to at or below the FHHR average?

A: No further meetings will be scheduled so long as sick leave remains at or below the FHHR average. A letter will be sent to you indicating that further meetings are no longer being scheduled. A copy of this letter will be filed in your health file.

A: Reinstatement in the program will occur should the employee's sick leave exceed the FHHR average in any 12 month period.

OVERTIME SHIFTS:

Q: If I'm in the Program will I be able to pick up overtime shifts?

A: Employees in the Program may have their overtime shifts limited until their sick leave is reduced to FHHR average. Other actions may be identified and discussed in the meetings (ie: same day call in, reduction of shifts or hours etc).

Q: Why would my hours or shifts be modified when I have high sick leave?

A: Hours or shifts may be modified to allow you adequate time to rest and recover from any medical issues that contribute to high sick leave.

Q: I am sick, don't you believe me?

A: Yes, we are concerned with your health and wellness.

LETTERS OF EXPECTATION:

Q: How long do letters of attendance expectations remain in my health file?

A: Any correspondence regarding attendance support will remain in your health file.

MEDICAL CERTIFICATES:

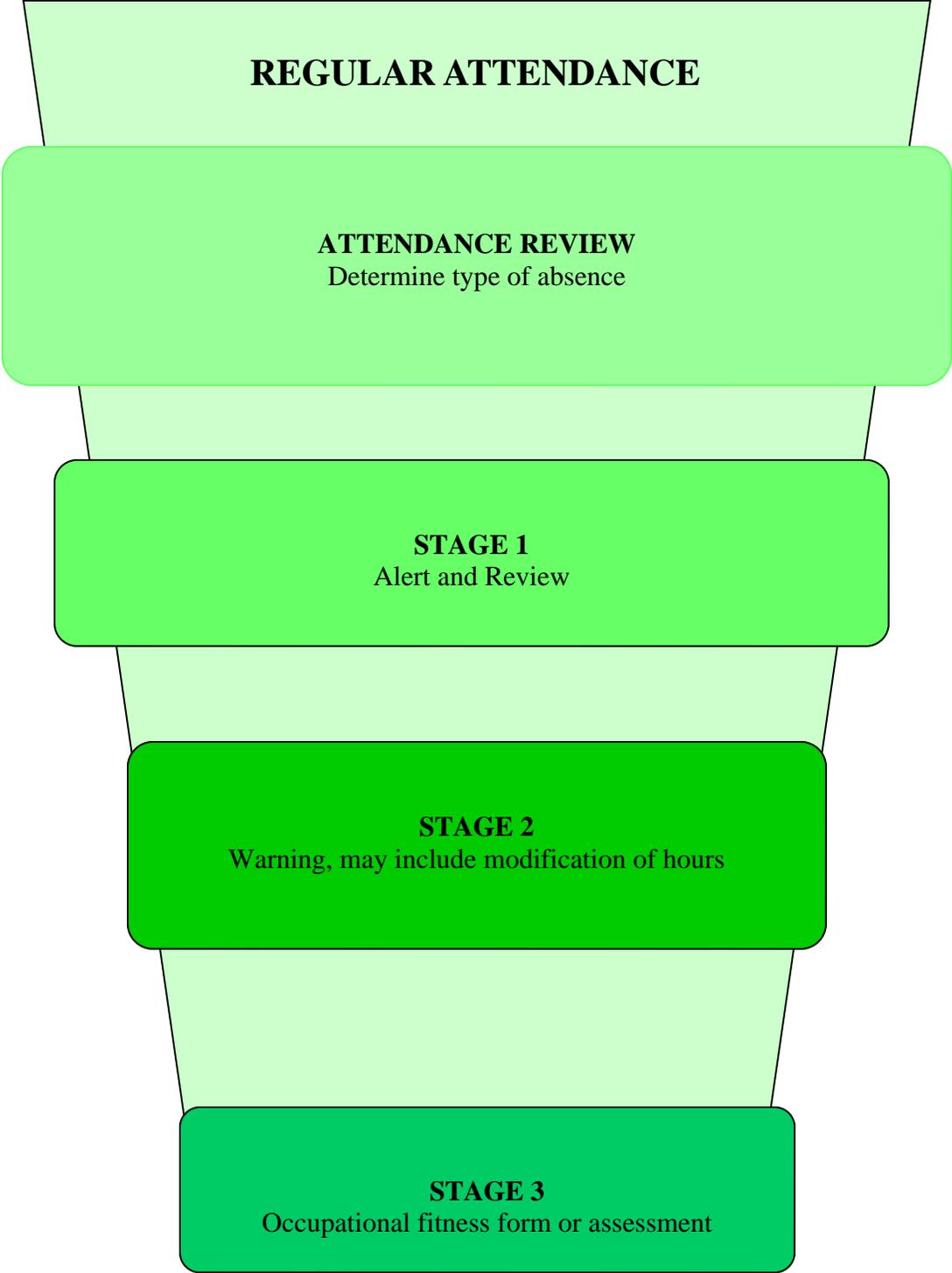
Q: When do I ask my physician to complete the Abilities Form?

A: Employees at any time may be requested to provide this form. The Director will advise you of such when you call them requesting the approval of sick leave benefits. This form will be used by the Occupational Health Consultant to identify the appropriate accommodation based on your abilities. No Diagnosis is requested. (Page 7 of this handbook) Each Director will use their discretion when requesting this information.

Q: Who pays for the completion of this form?

A: The employee is responsible to pay for the completion of this form.

Attendance Support Meetings: At-A-Glance



Chronic Disability/Single Significant Absence

The objective of the accommodation program is to assist employees in sustaining regular attendance while working in a modified or reduced capacity. .

A **single significant absence** is a one time extended absence which causes the employee to be off for medical reasons.

Chronic disability is defined as a medically documented on-going condition whose symptoms may impact the ability of employees to perform their normal duties and/or attend work on a regular basis. An employee with a chronic condition should be able to attend work on a regular basis with the appropriate accommodation in place.

An accommodation of a chronic disability may include:

- Review of employee's current job.
- Modification of hours of FTE.
- Adjustments to work station.
- Placement in other units/departments is considered where your home unit cannot accommodate.
- Ongoing review to ensure accommodation is assisting employee

RESOURCES

Safety-council.org/workplace-safety/fatigue
Employment.alberta.ca/documents/WHS/WHS-PUB_erg015.pdf
Great West www.greatwestlife.com/001/home/index.htm
www.hc-sc.gc.ca
In Motion www.in-motion.ca
www.healthyalberta.ca
Brochures-intranet
www.worksafely.org
www.health.gov.sk.ca

Sleeping:

Canadian Sleep Society www.css.to
Canadiansleep.healthology.com/focus_index.asp?b=canadiansleep?f=sleepdisorders
www.csisleep.com/contents.htm
National Sleep Foundation—www.sleepfoundation.org—resources and links to all sleep related issues (e.g., driving while drowsy, kids and sleep).
FHHR brochures on intranet
Shift Work and Sleep

Healthy Eating:

Heart and Stroke Foundation—www.heartandstroke.bc.ca
College of Family Physicians of Canada—www.cfpc.ca
www.hc-sc.gc.ca/fn-an/food-guide-aliment/index-eng.php
www.hc-sc.gc.ca (choose language)
Click on food & nutrition on left hand side or
Click on Canada Food Guide on right hand side)
www.healthyalberta.com/186.htm
FHHR brochures on intranet
Shift Work & Nutrition
Homewood/Human Solutions
www.homewoodhumansolutions.com

Stress and Depression:

Employee and Family Assistance Program. Contact: 1-800-663-1142

Heart and Stroke Foundation -
www.heartandstroke.ca (click on stress management for information on stress and a stress test)
Canadian Mental Health Association www.chma.ca
www.greatwestlife.com/001/home/index.htm
(click on Great-West Life Center for Mental Health in the workplace (lower right hand side) - choose from menu

In Motion—www.in-motion.ca.

Employee Lifestyle resource for programs
(Go to intranet, click on Employee Lifestyles (right side of page))
www.healthyalberta.ca
www.phac.aspc.gc.ca/pau-uap/paguide/
Canada's Physical Activity Guide to Healthy Active Living
www.centre-4activeliving.ca
Alberta Centre for Active Living
www.ccohs.ca/oshanswers/psychsocial/active_living.html
Active Living at Work
Canadian Centre for Occupational Health & Safety
Homewood/Human Solutions
www.homewoodhumansolutions.com

College of Family Physicians of Canada www.cfpc.ca
FHHR Safety Program
Work Accommodation brochure (intranet)
OH&S Meeting Minutes (posted on OH&S bulletin board)

Substance misuse:
Canadian Centre on Substance Misuse—www.ccsa.ca/ccsa—links to library, research and other resources.

Tobacco reduction:

QuitNow—www.quitnow.ca—Free individualized program to quite smoking
Health Canada—www.hc-sc.gc.ca—search under “tobacco” for related information

Saskatchewan Lung Association
www.sk.lung.ca
Canadian Cancer Society www.cancer.ca
www.health.gov.sk.ca
Homewood/Human Solutions
www.homewoodhumansolutions.com

Eldercare:

Saskatchewan Elder Care
www.retirementhomes.com

Parenting:

Saskatchewan Moms
www.saskatchewanmoms.com
Public Health Services (306) 691-1500

Domestic Violence:

Employee Family Assistance Program
www.endabuse.org
Shelternet.ca

Workplace Relationships:

Human Resource Policy Manual

Substance Abuse:

Homewood Human Solutions
www.homewoodhumansolutions.com

Saskatchewan Drug Rehab/[drugaddiction.ca](http://drugaddiction.ca/saskatchewan-rehab)

Alcoholism
[body and health.canada.com/channel_condition_info_details.aspx](http://bodyandhealth.canada.com/channel_condition_info_details.aspx)

Alcoholics Anonymous
www.aa.org/

Addiction Services - 691-6464
Moose Jaw