




INFORMATION REPORT

TO:	Chair and Members Audit, Finance and Administration Committee
COMMITTEE DATE:	September 5, 2024
SUBJECT/REPORT NO:	Annual Employee Absence Report 2023 (HUR24005) (City Wide)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

COUNCIL DIRECTION

This report includes information about City's occupational claims experience, including lost time injury rate, severity, areas experiencing higher numbers of incidents and strategies to reduce incidents in those areas. This report also provides an overview of non-occupational illness and injury data, including an analysis of Short-Term Disability (STD) absences, Long-Term Disability (LTD) absences, and work accommodation activity. The reporting period includes January to December 2023, with relevant comparisons from 2019 through 2023.

INFORMATION

1.0 Occupational Injury Measures

The tables and graphs below provide an overview of the City's Workplace Safety and Insurance Board (WSIB) claims experience over the past five years. Lost time injury measures include claims approved by the WSIB or where approval is pending and excludes claims denied by the WSIB or abandoned by the employee. In addition, claims from Hamilton Police Services and Hamilton Public Library have been excluded.

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In this report, the frequency of occupational injuries is expressed through the lost time injury rate and severity is demonstrated through the average days lost per injury.

Human Resources continues to collaborate with operating departments to ensure that appropriate preventative measures and mitigation strategies are implemented with respect to the health, safety and wellness of employees. Initiatives include policy and procedure development, training, targeted implementation of advanced tools, equipment, education and preventive measures aimed at reducing frequency and severity of injuries over time.

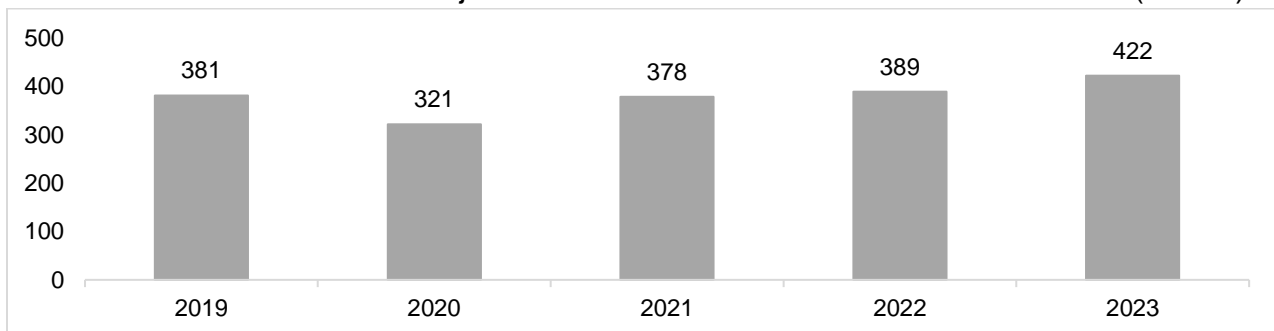
Table 1: Lost time injury count, Lost time injury rate, Average days lost per injury and WSIB Costs 2019 – 2023

Year	Average eligible employee headcount	Lost time injury count	Lost time injury rate	Average days lost per injury*	WSIB costs
2019	8,304	381	6.15	26.14	\$9,927,740
2020	8,183	321	5.34	17.21	\$9,354,472
2021	8,380	378	6.03	17.37	\$10,409,980
2022	8,433	389	6.01	9.02	\$10,022,612
2023	8,774	422	6.39	7.29	\$12,504,215

*A day lost is counted as one regardless of the length of the workday.

Graph 1: Lost time injury counts from 2019 to 2023

The number of actual lost time injuries increased from 389 in 2022 to 422 in 2023 (+8.5%).



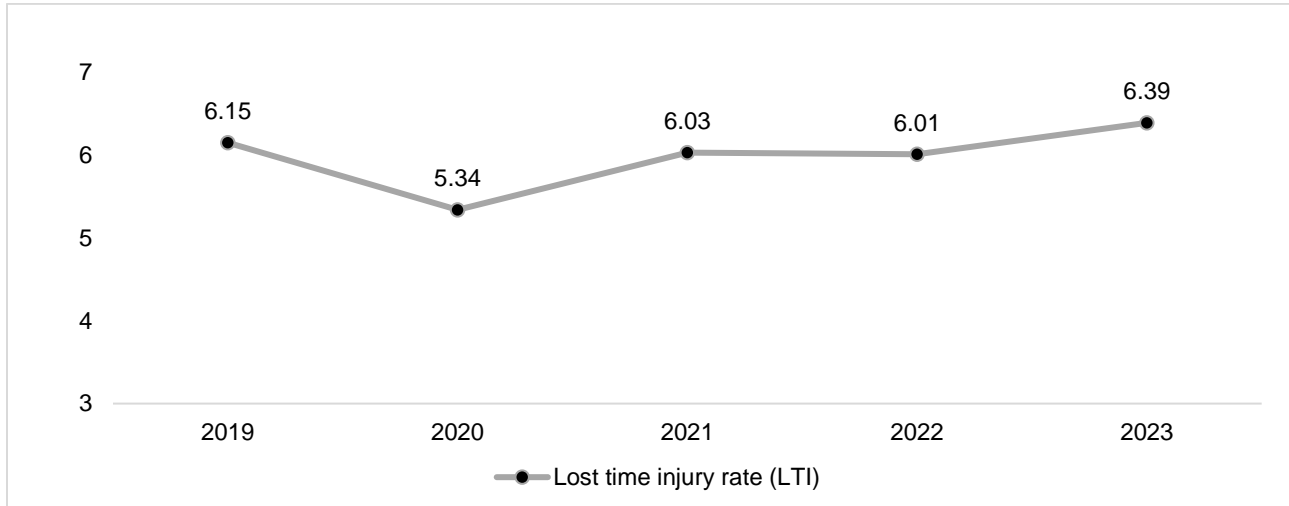
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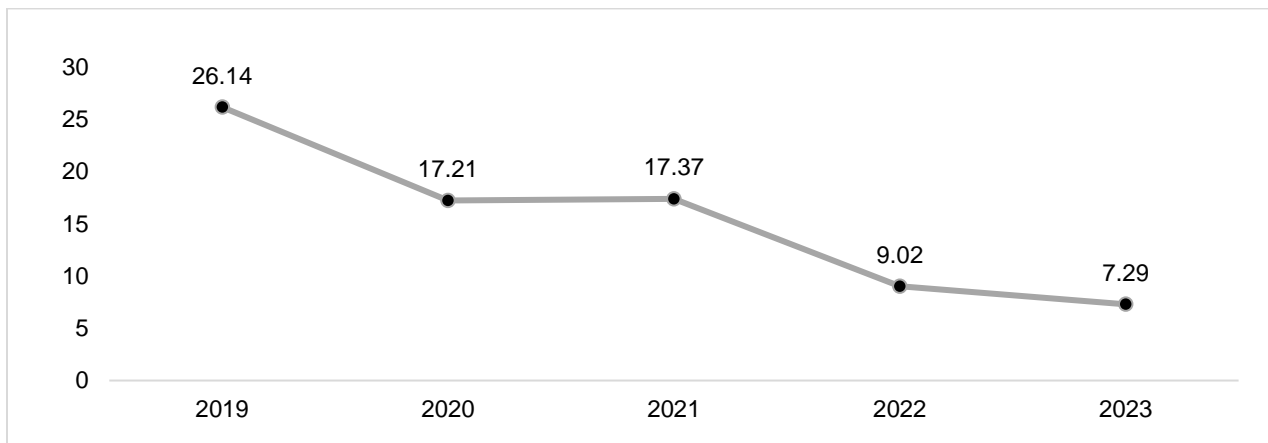
Graph 2: Lost time injury rate from 2019 to 2023

The lost time injury rate increased to 6.39 in 2023 when compared to prior years.



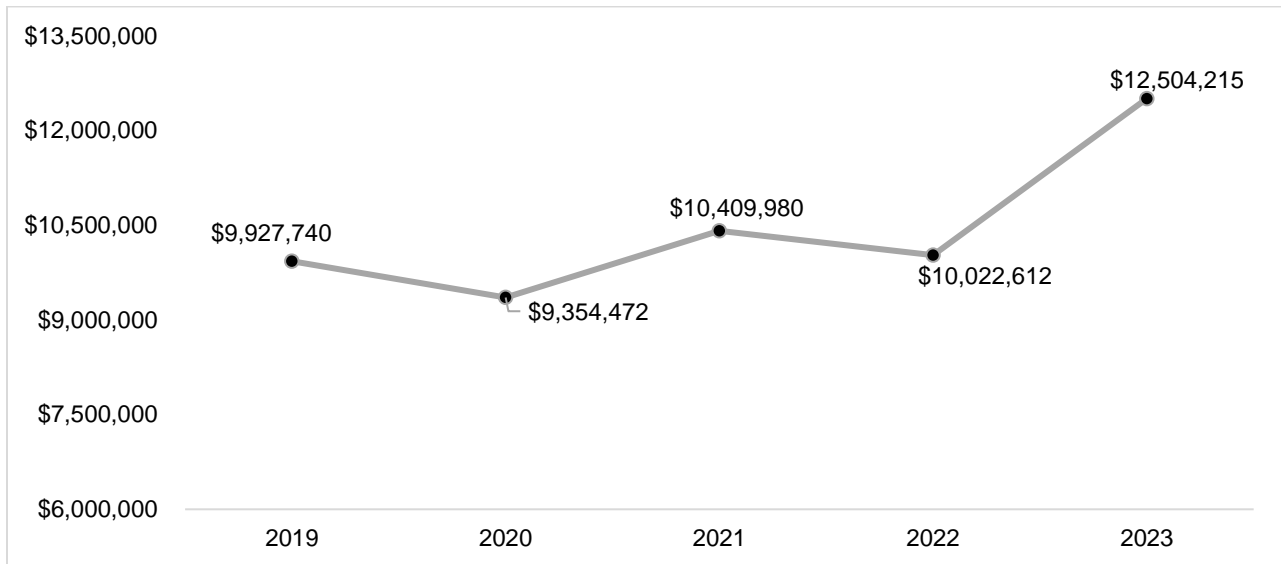
Graph 3: Average days lost per occupational injury and illness (severity) from 2019 to 2023

Average days lost per injury claim provides an indication of the severity of the injury. The average lost days per injury claim has continued to decline over the last several years indicating early and safe return to work interventions managed through Human Resources are resulting in positive outcomes, including shorter absences from work, for employees. Average days lost can fluctuate as claims are processed by WSIB. Some serious injuries will result in lost time that will impact results over the course of multiple years.

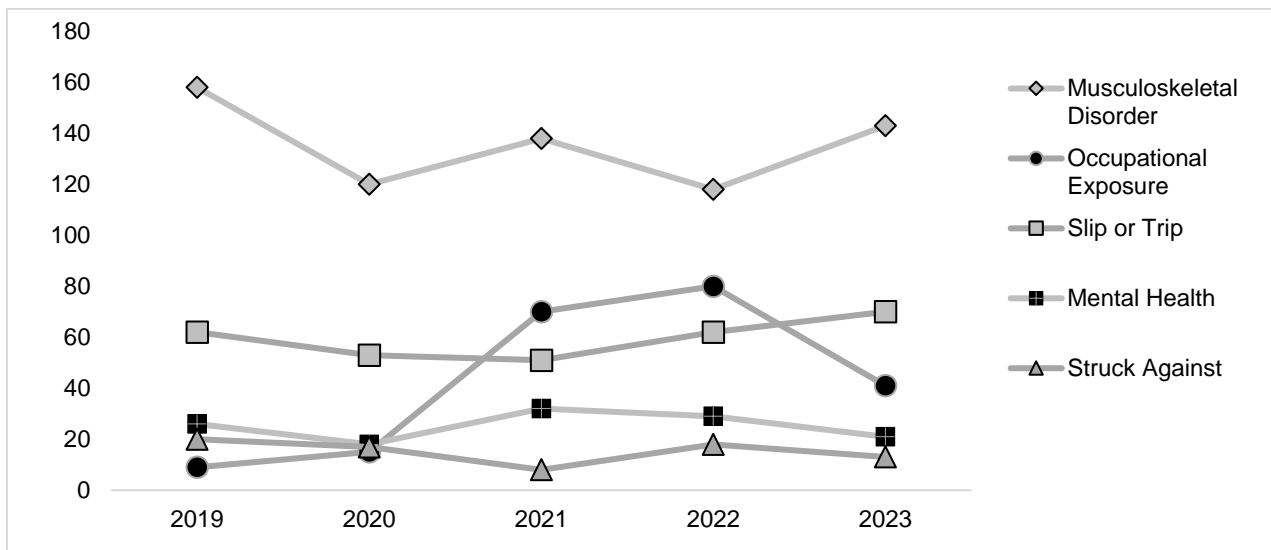


Graph 4: WSIB costs for occupational injuries and illnesses from 2019 to 2023

Costs related to all WSIB claims increased in 2023 when compared to 2022. These costs include health care and employee wages paid which increased because of progression through wage grids and cost of living increases. Costs reported exclude physician, administration fees applied by the WSIB and bridge benefits paid to employees while their claim is pending.

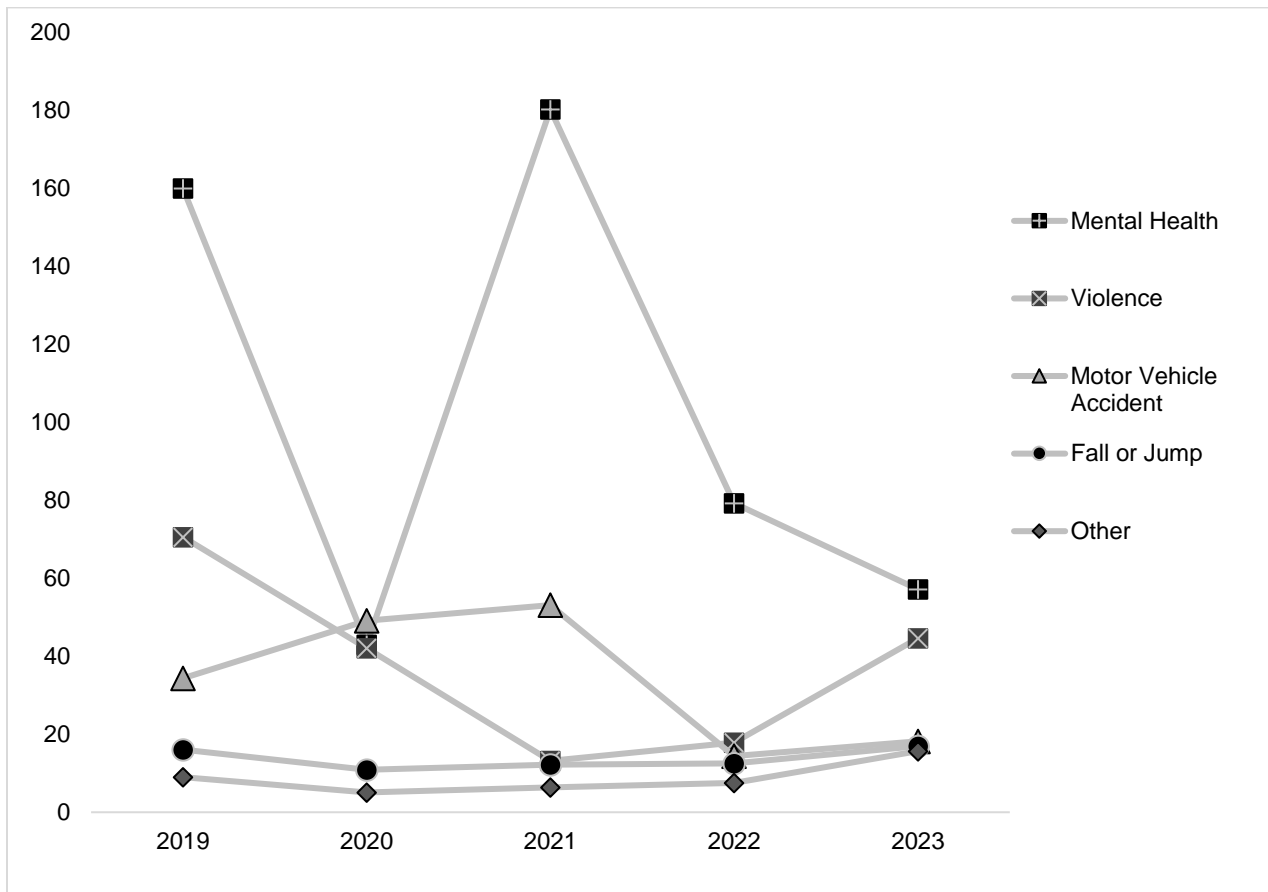


Graph 5: Top five injury type trend from 2019 to 2023



When viewed over the longer term, musculoskeletal disorders continue to be the most common type of injury experienced by employees. Much of our injury prevention work has focused on reducing the risks associated with ergonomic hazards and poor body mechanics.

Graph 6: Trend for average days lost by injury type from 2019 to 2023



Graph 6 illustrates injuries other than musculoskeletal disorders occur less frequently, but often result in longer periods away from work and a prolonged return to work. These types of injuries include mental health claims, incidents of violence, and motor vehicle accidents. Preventing injuries of this nature is a priority for the organization as demonstrated by the recent approval at Council of the Workplace Mental Health and Wellbeing Strategy (2023 to 2026).

Overall Lost Time Injuries by Department 2019 to 2023

The tables below include departmental statistics related to lost time injury rate and average days lost per new injury.

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Table 3: Lost time injury rate from 2019 to 2023

	Lost time injury rate				
	2019	2020	2021	2022	2023
City Housing Hamilton	7.77	2.24	2.96	4.35	3.62
City Manager's Office	0.00	0.86	0.89	0	0.81
Healthy and Safe Communities	8.81	7.38	8.72	8.67	7.81
Corporate Services	0.47	0.46	0.46	0	0.85
Planning & Economic Development	1.50	2.05	1.68	2.29	1.17
Public Works	5.73	5.33	5.48	5.44	7.70
Corporation Total	6.15	5.34	6.03	6.01	6.39

Table 4: Average days lost per new injury (severity) from 2019 to 2023

	Average days lost per new injury*				
	2019	2020	2021	2022	2023
City Housing Hamilton	11.20	4.00	5.25	6.50	24.2
City Manager's Office	0	0	25.00	0	65
Healthy and Safe Communities	27.56	11.07	14.77	6.75	5.16
Corporate Services	73.50	5.00	5.50	0	2.5
Planning & Economic Development	15.70	14.83	14.22	9.77	13
Public Works	24.92	27.33	22.86	13.30	9.53
Corporation Total	26.14	17.21	17.37	9.02	7.56

*Calculated as of February 13, 2024. Data can fluctuate as claims are processed by WSIB.

1.1 Operational Areas of Focus

As per previous Council direction, this report provides updates from specific operational divisions that account for a larger proportion of lost time injuries and includes strategies and initiatives established to address occupational injuries.

Table 5: Lost time injury count from 2019 to 2023 by division

	Lost time injury count				
	2019	2020	2021	2022	2023
Hamilton Fire Department	37	33	50	30	51
Hamilton Paramedic Services	102	77	86	88	73
Hamilton Street Railway	82	63	77	76	109
Long-term Care Homes	63	62	89	111	74

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Injury trend analysis from 2019 to 2023 for these divisions is available in Appendix B.

Hamilton Fire Department

In 2023, Hamilton Fire Department saw the overall number of lost time accidents increase from 30 in 2022 to 51. This increase can be attributed in part to the significant rise (45%) in overall incident responses in 2023 over 2022. The continued high number of structure fire responses (302) in 2023 has also contributed to musculoskeletal disorder, slip/trips and struck by injuries being the highest contributors of the overall loss time injuries. In an effort to reduce overall lost time injuries, Hamilton Fire Department's leadership, in concert with Health, Safety and Wellness, continues to focus on providing training and prevention reviews related to staff.

Hamilton Paramedic Services (HPS)

In 2023 HPS continued to train new and existing staff on new lifting equipment to further reduce musculoskeletal injuries:

- The Doty belt – assists staff with difficult and awkward lifts,
- The Elk lifting device – automated lifting device to reduce strains and sprains from manual lifts further reducing any harm to the patient, and
- New and improved Stryker Stretcher, 8% lighter in weight, replaced all existing stretchers: accessible battery location under the cot, versatility of head and foot end of cot to retract or extend, ergonomically designed transport handle which has been proven to reduce workplace injuries.

In addition, efforts continued with the Joint Occupational Health and Safety Committee (JOHSC) to improve communication to staff regarding education and preventative measures for the following:

- trips, slips, and falls in slippery conditions,
- proper mask wearing and importance of Personal Protective Equipment,
- tick removal and bed bug precautions and considerations,
- hazard flag reporting, occupational health and safety concern form reporting (including near misses),
- reviewing employee injury statistics to assess the effectiveness of equipment and communications, and
- the JOHSC worked collaboratively with Ministry of Labour, Immigration, Training and Skills Development and Long-term care/Retirement homes to ensure proper process in place for those with a 'no lift policy'.

The Professional Development team annually fit tests all staff with various mask products to ensure proper fit which reduces risk of infectious disease transmission.

The Powered Air Purifying Respirator (PAPR) was purchased and is currently being used by 13 staff. This respirator safeguards employees that cannot get a proper seal with an N95 against contaminated air.

HPS launched a new supervisor position with a focus on employee wellness delivering the following accomplishments:

- administration of a wellness survey to frontline staff to assess their knowledge and gain feedback,
- enhanced well-being education for all staff in each education session,
- introduction of Employee Family Assistance Program enhancements to all staff following the contract renewal with Homewood Health (October 1, 2023),
- new resource called Mental Health Resources along the Continuum,
- upgraded the PeerConnect App which offers customization, access to resources and programs, and personalized peer support team,
- expanded peer support team to 22 people for the next two-year term,
- expanded return to work process to include a focus on wellness,
- active member of Ontario Association of Paramedic Chiefs psychological wellness committee working on Psychological Wellness Guide for paramedics in Ontario, and
- active peer support team assisting and bridging staff to supports.

Hamilton Street Railway (HSR)

HSR leadership, Human Resources, front-line staff, and their representatives continue to collaborate to address workplace ergonomic hazards, mental health issues and incidents of violence through the Joint Health and Safety Committee and other forums.

In 2023, HSR implemented a monthly safety poster campaign for safe vehicle operations and general injury prevention (e.g., walk-way safety, environmental issues, etc.). A three-day refresher training course was introduced for Operators which includes Non-Violence Crisis Intervention (NVCI) Training.

HSR leadership continues to be focused on ergonomics (e.g., proper seating postures and seat adjustments) and the importance of stretch and rest breaks throughout the shift. In addition, staff are encouraged to make lifestyle and wellness choices that will improve overall physical and mental health.

The modified duty program was improved in 2023 with HSR leadership offering modified duties immediately after an injury to the affected employee. The enhanced program results in employees returning to the workplace sooner following an injury, thereby reducing the duration of absence, improving return to work outcomes and promoting recovery.

Long-term Care Homes

Work-related occupational exposure illnesses declined significantly from 71 in 2022 to 29 COVID-19 cases at our long-term care facilities in 2023. COVID-19 outbreaks are part of the new normal across the health care sector, including our two long-term care homes. Proper hand hygiene and protective equipment audits are taking place to ensure policies and procedures continue to be followed. Any gaps identified are addressed, which includes re-education. Previous work completed to increase protection against the spread of COVID-19 and other infectious diseases included the installation of a new air purifying system which continues to have positive outcomes for employees.

To address musculoskeletal injuries, annual training for proper lifting techniques was provided to all staff who perform these tasks (e.g., nursing staff and personal support workers). Additional patient transfer equipment such as lifts and slings were added to reduce incidents. The Resident Lift and Transfer policy is reviewed annually, and recent amendments better outline the required assistance to be provided by staff with less opportunity for discretion by personal support workers keeping within their scope of practice. Preventative maintenance was improved on all the medication and treatment carts to ensure they move freely thereby reducing the force to move them throughout the workplace. Physical Demands Analysis were completed for three positions in the Homes.

To assist in preventing violence related incidents, management improved the tracking and response to violent incidents. Incidents are reviewed and follow up is conducted by Nurse Leaders. Employees are provided with mandatory training on dementia and responsive behaviours to create safer interactions with residents. Behavioural Support Ontario resources are available on-site to assess individual residents and identify triggers to develop care plans. Employees use care plans to help them better manage their responses to resident behaviours. There is a thorough review by the Director of Nursing, Administrator and Medical Director before accepting residents with high-risk responsive behaviours to our wait list or empty beds. If the Homes do not have the resources or skills to safely manage the resident's behavioural health needs, a refusal letter is provided to the candidate and Home and Community Care Support Services.

To prevent slips, trips and falls, the Homes increased walkway and parking lot snow shoveling, installed additional salt containers throughout the parking lot and advised contractors to come closer to the end of night shift for snow clearing.

The Wellness Committee supports the Homes with monthly updates to the Wellness Board, as well as other activities to engage employees and support their mental health and well-being. Employees are being engaged through a variety of activities that foster connection and support at work. For example, Kindness Month included activities geared towards staff appreciation, sharing Employee Family and Assistance program information and creating opportunities for connection through a book exchange.

Finally, the Homes were awarded the three-year accreditation award from the Commission on Accreditation of Rehabilitation Facilities (CARF) Canada. Receiving CARF Accreditation shows that the Homes meet elevated standards of care, quality, and service and demonstrates a commitment to continuously improve services, manage risk, and distinguished service delivery.

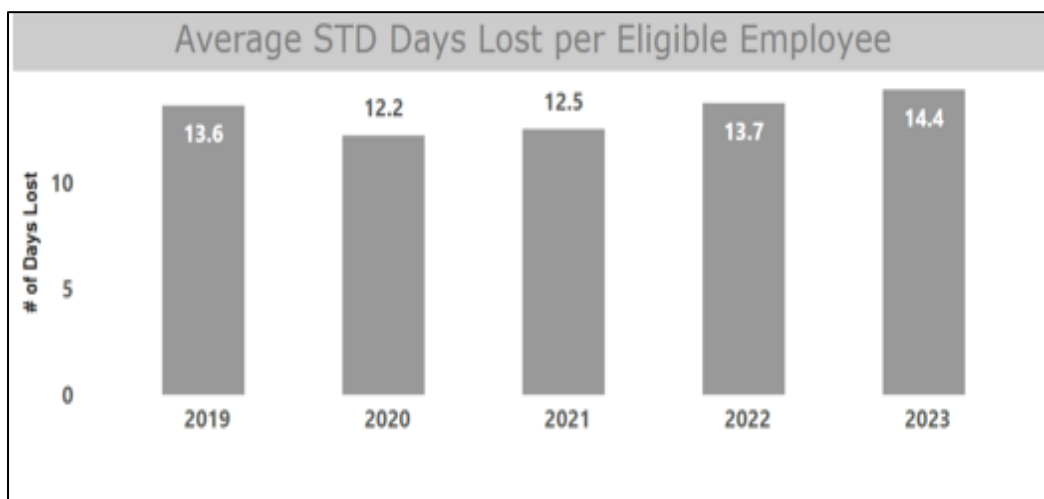
2.0 Short-Term Disability Absence Summary (excluding Fire, Police & Library)

The tables and graphs below provide an overview of the City's Short-Term Disability (STD) absence experience over the past five years both City-wide and by department. Also included is an analysis of absence duration and occurrences for the year 2023 only. Information provided excludes absence data from Hamilton Police Services, Fire and Hamilton Public Library. STD absence data at the divisional level can be found in Appendix C.

In this report, the average STD days lost per eligible employee is based on a standard 7-hour shift. The data is presented in this way to account for varying shift schedules across the City, which allows for comparison by department and division.

Human Resources continues to collaborate with operating departments to manage employee absences and provide support to employees who are absent from work. When an employee absence occurs, Human Resources ensures the absence is administered according to the terms and conditions of relevant collective agreements and City policies. Human Resources maintains communication with the absent employee and provides necessary support. When an employee is ready to return to work, by collaborating with healthcare providers and leveraging workplace resources, Human Resources provides individual accommodation plans to assist employees successfully return to the workplace.

Graph 7: Average STD days lost per eligible employee



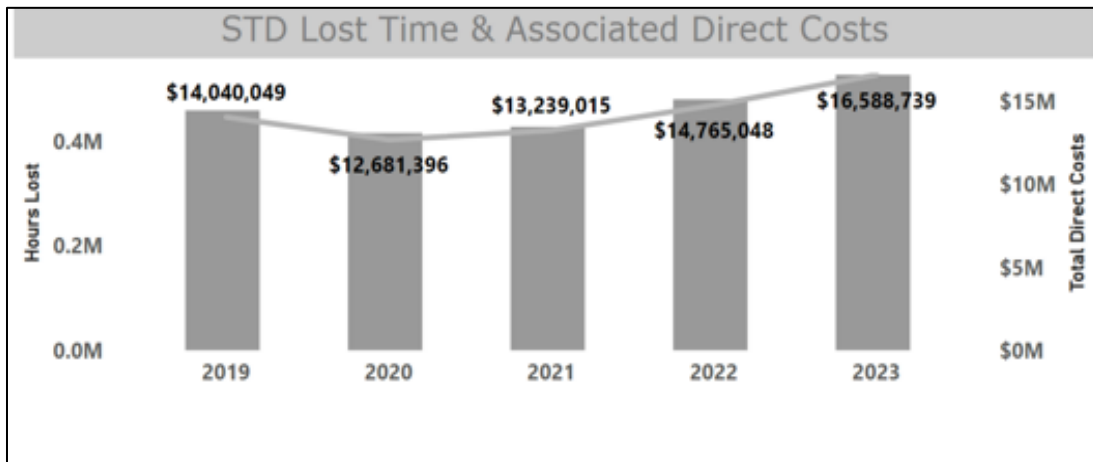
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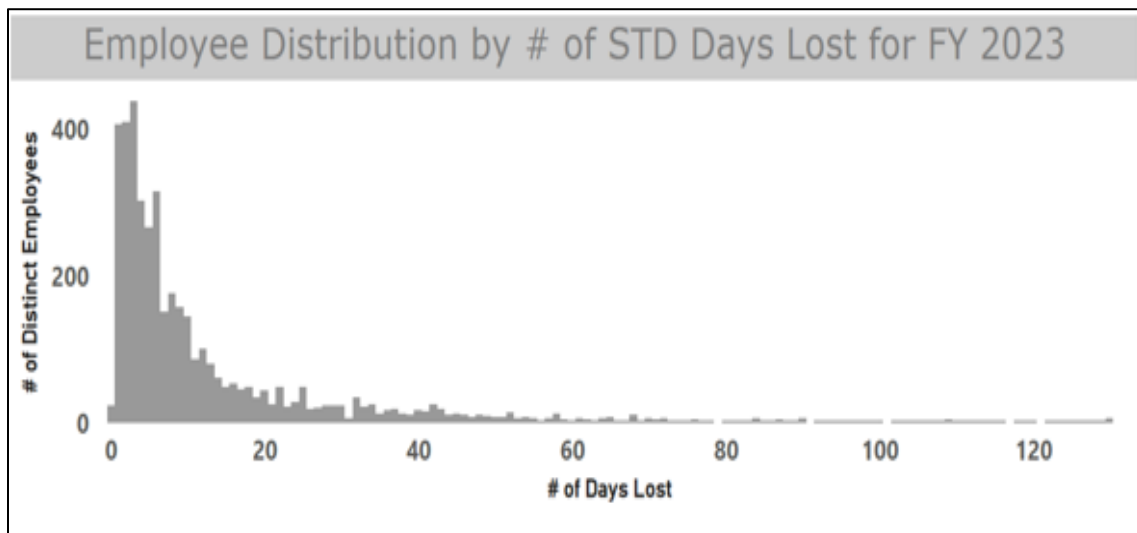
The average number of STD days lost per eligible employee in 2023 was 14.4 days. This is an 5.1% increase in STD days lost compared to 2022. One factor that has likely contributed to the increase in STD days lost is the ending of separate COVID-19 related sick absence coding in 2023. As such, the 2023 average STD days lost now includes COVID-19 absences.

Graph 8: STD lost time and associated direct costs



As Graph 8 illustrates, the total direct cost of STD absences in 2023 was \$16,588,739, which is a 12.4 % increase from \$14,765,048 in 2022. The increase can be attributed to the rise in average lost days per employee in 2023, increases in employee wages ((progression through wage grids and cost of living increases) during the same period and the inclusion of COVID-19 absences in the STD data.

Graph 9: Employee distribution by number of STD says lost for 2023



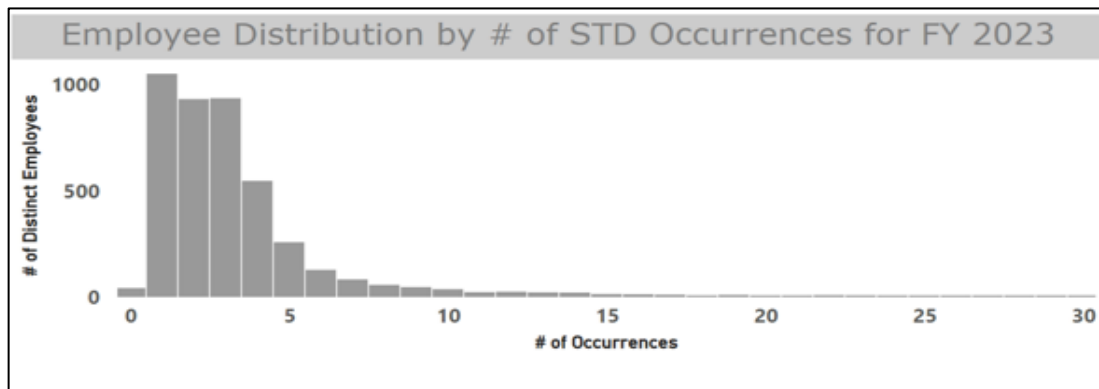
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Graph 9 illustrates that most STD absences are between one to seven days in duration. This outcome is expected, in part due to the influence of two factors: the requirement to provide a doctor's note on the fourth day of absence and the requirement to provide a completed STD claim form on the sixth or eighth day of absence, as per collective agreement requirements. Employees may opt to return to work prior to documentation being required by Human Resources.

Graph 10: Employee absence distribution by number of STD occurrences for 2023



An absence occurrence refers to any instance when an employee is not present at their scheduled shift due to an STD absence. Each occurrence is recorded in the Human Resource's Time and Attendance tracking system. As illustrated above in Graph 10, most employees incurred three or fewer absence occurrences in 2023. This trend is likely explained by collective agreement provisions that incorporate a reduction in compensation on the fourth and subsequent occurrences in a calendar year.

Table 6: Absence summary by department

The table below provides departmental statistics on average STD days lost per eligible employee.

	Average STD Days Lost Per Eligible Employee				
	2019	2020	2021	2022	2023
City Wide Data (excluding Fire, Police, Library)	13.6	12.2	12.5	13.7	14.4
City Housing Hamilton	11.7	12.1	13.6	12.2	15.0
City Manager's Office	8.0	5.4	1.1	5.7	5.5
Healthy and Safe Communities	14.7	14.0	14.3	15.3	16.4
Corporate Services	10.1	5.9	5.4	6.0	7.4
Planning & Economic Development	11.1	8.5	7.8	8.8	9.4
Public Works	14.6	13.5	14.4	15.9	15.9

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3.0 Long-Term Disability Absences (LTD)

LTD absences are non-occupational illnesses or injuries that extend beyond 130 days and are managed by a third-party (Manulife).

Table 7 below shows 75 new LTD claims were received by Manulife in 2023, representing an increase of 5 claims or 7.1% when compared to 2022. The 2023 new LTD claim rate is trending above 2022 but equal with 2019 volumes.

The incident rate for new LTD claims approved during the 2023 reporting period decreased slightly from 14.87 in 2022 to 14.01 per 1000 insured employees in 2023. This number indicates that a stable number of employees required long-term disability income protection when comparing 2023 to 2022 rates.

Table 7: Long-Term Disability claims data from 2019 to 2023

Data	2019	2020	2021	2022	2023
New LTD Claims	75	98	54	70	75
LTD Active Claims at the end of Q4 by Year	197	229	224	211	220
Incident rate for new claims per 1000 employees	14.70	20.63	11.47	14.87	14.01
LTD Costs (monthly benefit payments, administrative fees, legal fees, vacation payouts and severances)	\$7,203,994	\$8,381,638	\$7,944,549	\$8,778,436	\$9,188,641

Table 8: LTD claims received by diagnosis from 2021 to 2023

Claim Type	2021			2022			2023		
	MH	MSK	CAN	MH	MSK	CAN	MH	MSK	CAN
City of Hamilton	48%	15%	17%	39%	27%	11%	41%	24%	8%
Industry Comparator	42%	25%	10%	46%	25%	9%	38%	26%	10%
MH = Mental Health MSK = Musculoskeletal CAN = Cancer *Claim type for new claims received in year									

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Mental health continues to be the most frequent diagnostic category representing 41% of all Long-Term Disability claims received by Manulife in 2023. This percentage is slightly above the industry comparison group (N=38%). The City’s Long-Term Disability claims arising from musculoskeletal and cancer claims are trending slightly below the industry average in 2023.

4.0 Mitigation Strategies and Measures

Human Resources is dedicated to fostering a safe, supportive and inclusive work environment for all employees. In addition to strategies and initiatives at the departmental and divisional level, Human Resources undertakes absence prevention and mitigation initiatives across the organization.

Absence mitigation strategies and measures, particularly with respect to mental health and wellbeing, are provided later in this Report.

Workplace Accommodation Activity

Human Resources continues to manage comprehensive programs that ensure employees who have experienced illness or injury can reintegrate into the workplace on a safe and timely basis. The team coordinates necessary accommodations and creates structured plans for returning to work. In addition to these efforts, the team ensures that the City’s practices meet legal requirements under the Human Rights Code regarding the duty to accommodate. The focus on accommodation efforts reflects the City’s dedication to building a resilient and adaptable workforce.

Table 9: Overview of workplace accommodation activity from 2019 to 2023

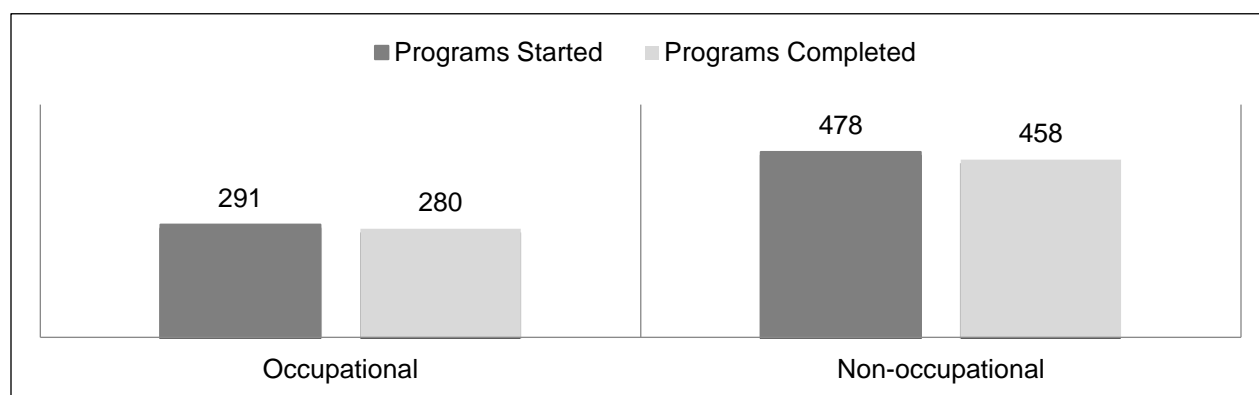
In 2023, Human Resources assisted 587 employees successfully return to full-time hours and regular work duties through the accommodation process. When adjusted for those employees who classify as totally disabled, and those who retired or resigned their employment, this represents a 94.5% success rate in finding suitable accommodations for eligible employees.

Accommodation outcomes	2019	2020	2021	2022	2023
Return to work full duties own position	495	459	498	606	587
Permanent accommodation own position	3	7	1	3	3
Permanent accommodation new position	6	3	3	14	10
Accommodation no longer available or not suitable	10	16	6	9	21

Recurrence or employee is totally disabled	43	42	59	63	67
Other (e.g., retired, maternity leave, resigned)	31	22	37	56	29
Total cases closed	588	549	601	751	717

Graph 11: Workplace accommodation programs started and completed in 2023

In 2023, Human Resources received a total of 769 requests for accommodation by employees needing assistance in staying at work or returning to work: 291 accommodations arising from occupational claims and 478 accommodations arising from non-occupational claims.



Absence Prevention Activities

Human Resources works closely with departments and divisions to develop, implement and maintain absence prevention initiatives across the organization. A few highlights of these initiatives from 2023 include:

- Continued support for people leaders and employees applying workplace health and safety precautions when returning to the office and addressing COVID-19 response protocols.
- Extensive collaboration with Corporate Security to create and implement training and procedures for employees to respond to threats using lockdown, hold and secure and shelter in place protocols. In addition, employee emergency guidelines were updated to include personal safety, elevator safety and de-escalation tips.
- Critical Incident Peer Support (CIPS) Team responded to 19 events that affected the workplace. The CIPS Team is comprised of City employees who support others through critical incident stress management response. Interventions are designed to reduce emotional and physiological symptoms.

- Development of a new RZone Respectful Work Environments Policy that sets expectations for appropriate behaviour from members of the public, including reporting and response procedures.
- 961 employees were trained in the Workplace Hazardous Materials Information System (WHMIS) training program. The program includes hazard classification system for workplace chemical safety symbols, labelling and information sheets in our workplaces.
- 534 people leaders completed online required leader health and safety awareness training for supervisors; 2,361 front-line staff completed the mandatory online training for workers. The training ensures leaders and employees are aware of their rights and duties under the Occupational Health and Safety Act.
- 192 supervisors completed the leader learning program that enables supervisors to understand their responsibilities under the Occupational Health & Safety Act and how to apply them in the workplace.
- 98 employees received training on non-violent crisis intervention techniques.
- 24 employees participated in the Chronic Pain Self-Management workshop delivered by Human Resources. It is a free six-week program for employees who live with ongoing physical or mental health pain. Each week participants learn new ways to live with chronic pain and improve the quality of their lives on and off the job.
- Six influenza clinics were held with 325 vaccines administered.
- The Workplace Mental Health and Wellbeing Strategy (2023 - 2026) was developed and approved at Council.
- Employees and their families have access to LifeSpeak, a web-based program with expert-led online videos, tip sheets, podcasts, web chat and more that deal with a wide variety of health, family, eldercare, personal growth and development, and work-life balance topics. Over the course of the year employees accessed 5,246 of these resources. It's free, confidential, and available 24/7 from home or work on a computer or phone.
- Homewood Health was the successful proponent of a Request for Proposal to deliver Employee Family Assistance Program (EFAP) services (commencing October 1, 2023) to all employees and their dependant family members. EFAP is a free and confidential service offering access to a variety of professionals who are available to help 24 hours a day, 7 days a week. It includes short-term counselling along with health and wellness services and resources for everyday challenges and life demands we all face. EFAP offers enhanced services through Pathfinder which includes tailored

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personalized care plans and service recommendations based on the employee’s unique presenting concerns.

Employees received an information package highlighting the services, benefits and details about how to access the resources. Table 10 shows the service utilization rate over the last five years.

Table 10: Employee Family Assistance Program service utilization rate from 2019 to 2023

	Percentage				
	2019	2020	2021	2022	2023
Service utilization rate	14.65	13.63	14.27	12.38	12.03
Municipal sector average	15.80	15.63	10.79	12.63	11.53

- EFAP counselling cases over the last five years show that mental health continues to be the most significant reason that employees are engaging in this service.

Table 11: Reasons for EFAP counselling cases from 2019 to 2023

Reason	Percentage				
	2019	2020	2021	2022	2023
Mental Health	55.0	58.4	57.5	48.8*	52.6
Marital/Relationships	17.6	16.3	15.9	21.3	18.2
Family Concerns	9.3	8.0	9.8	9.9	7.4
Work	9.0	8.2	8.1	10.1	10.8
Crisis/Trauma	2.8	4.8	4.6	6.3	5.2
Addiction	2.9	1.7	1.7	1.5	3.0
Health	2.6	1.8	1.3	1.2	1.2

*Counselling with professional and new self-directed online program for depression and anxiety starting 2022

- Life Smart Coaching is a service that employees and dependents have access to as part of EFAP. The table below indicates that legal advisory services, particularly regarding family, divorce and/or custody, continue to be the most significant area of coaching offered followed by relationship, stress and burnout solutions.

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Table 12: Reasons for EFAP Life Smart Coaching from 2019 to 2023

Reason	Percentage				
	2019	2020	2021	2022	2023
Legal	50.8	54.0	43.2	42.9	37.7
Relationship solutions	11.9	2.8	7.8	10.6	11.9
Burnout and stress	-	2.8	8.9	7.6	11.9
Nutrition	7.9	9.1	16.7	9.4	8.8
Child/eldercare	7.3	8.0	4.1	6.5	7.5
Financial	7.9	5.7	3.6	7.1	7.5
Career coaching	7.9	8.0	8.9	5.3	6.9
Grief and loss	4.0	4.5	3.1	8.8	5.0

- Positive mental health and wellbeing are kept top of mind for employees through regular communications (e.g. newsletters, Howi updates, etc.) that include curated content that aligns with national mental health and wellbeing awareness events, service provider campaigns, tools and resources. Campaigns are focused on priority topics for employees.
- Mental Health@Work Certificate Training for Leaders is delivered to employees through Queen’s University and Morneau Shepell. Over the course of three modules, participants explore the business case for mental health in the workplace while improving their understanding of relevant legal, ethical and business concerns. To date, 604 leaders were certified through the program since commencing in 2014.
- The Working Mind training by the Mental Health Commission of Canada helps employees and leaders better understand mental illness and poor mental health, stigma and stigma’s effect on individuals and the workplace. 259 people leaders and 677 frontline staff completed the training.
- Positions with frequent absences or workplace injuries continue to be evaluated for the completion of Physical and Cognitive Demands Analysis. This analysis helps clearly define the physical and cognitive requirements of positions and supports the identification of appropriate modified duties.
- The Return-to-Work Services team within Human Resources continues to engage third-party providers such as occupational physicians, psychologists, occupational therapists, and ergonomists to aid in claims management and to help facilitate early and safe return to work. Partnering with these providers can help speed up an

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employee's recovery, reduce the risk of re-injury, and ensure necessary accommodations are in place to support the employee's return to work.

- Fire Management, Paramedic Services Management and Return to Work Services continue to proactively review opportunities for increased availability for early and safe return to work opportunities. This process is assisted by a dedicated RTW Specialist assigned to both Fire and Paramedic Services divisions.

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report HUR24005 – Definitions

Appendix B to Report HUR24005 – Injury trend analysis from 2019 to 2023 for operational areas of focus

Appendix C to Report HUR24005 – Absence summary by departments

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