Return-to-work
A how-to manual for employers
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WHAT IS RETURN-TO-WORK?

Return-to-work is the idea that injured employees should recover on the job whenever possible.

This helps your employees feel useful and productive, and reassures them that you want them back. It helps you keep future workers’ compensation premiums under control and prevent prolonged absences. We’ve found that return-to-work helps maintain a positive relationship between employers and employees, a benefit to both parties.

Return-to-work is as simple as providing accommodations so that injured employees can work in some capacity as soon as their doctors will allow it.

Early return-to-work has numerous benefits for you and your employees including:

- Lessened potential for permanent disability
- Increased future earnings potential for the employee
- Lower future workers’ compensation premiums
- Lessened chance of litigation

Even if injured employees can’t return to their pre-injury jobs right away due to medical restrictions, you can bring them back to work in a limited, temporary capacity by finding other work for them to do, whether at full or partial hours, or modifying their regular jobs.
WHY HAVE A RETURN-TO-WORK PROGRAM?

First and foremost, by having a strong return-to-work program you’re doing the right thing for your employees. Employees who heal on the job recover faster, feel more productive and know they’re valued by their employers.

But return-to-work is not only the right thing to do, it can also help your bottom line.

HOW EARLY RETURN-TO-WORK HELPS EMPLOYEES

The research is clear. Early return-to-work helps employees maintain their psychological well-being because it keeps them active and engaged, according to a Job Accommodation Network report.

During a prolonged absence from work, “many patients lose social relationships with coworkers, self-respect that comes from earning a living, and their major identity component — what they do for a living,” according to an article in the Journal of Occupational and Environmental Medicine.

Return-to-work also improves employees’ financial stability. Studies show that the likelihood an employee will ever return to work drops by 50 percent after just a 12-week absence, according to the Journal of Occupational and Environmental Medicine article.

HOW RETURN-TO-WORK HELPS CONTROL FUTURE PREMIUMS

Aside from injury prevention, return-to-work is the most important thing you can do to keep your future workers’ compensation costs under control. It helps you keep unnecessary claim costs off your loss history, which is one factor in determining your future workers’ compensation premium. Return-to-work limits the impact of a claim on your loss history in many ways, including:

- Limiting wage-loss costs
- Qualifying for a medical-only claim discount (if you bring back the employee before the state’s waiting period)
- Preventing litigation
- Lowering the chances of permanent disability

We’ll explain each in detail.

LIMITING WAGE-LOSS COSTS

You probably know that state laws require you to compensate employees for lost wages while they’re off work due to work-related injuries. Depending on state law, your insurer will typically owe half to two-thirds of the person’s pre-injury wage. This can add up fast. As soon as you bring an employee back to work, that employee is earning money again, reducing those wage-loss costs.
A 2010 RAND Corporation study showed that firms with formal return-to-work programs brought employees back to work 1.4 times faster than firms without such programs. This amounted to an average 3-4 week reduction in time off work.

Keeping wage-loss benefits low can help lower your experience modification factor (e-mod), which is used to determine your future workers’ compensation premiums. For example, in one case study a construction company showed that by implementing a formal return-to-work program, it was able to reduce its e-mod from 1.01 to .75 over five years, a 25 percent reduction, according to researchers at Syracuse University’s Burton Blatt Institute.

QUALIFYING FOR A MEDICAL-ONLY CLAIM DISCOUNT

A workers’ compensation claim is considered medical-only when the employee returns to work before wage-replacement benefits kick in.

Each state has a so-called “waiting period,” or a set number of days that the employee must be off work before becoming eligible for wage-loss benefits. In Minnesota, Wisconsin and Iowa, the waiting period is three days off work. In South Dakota and Nebraska, it’s seven days.

If you can get the employee back to work before that time period passes, the claim will be considered “medical-only,” meaning it will have a much smaller impact on your future workers’ compensation premiums.

This is because the costs from medical-only claims are discounted by 70 percent when your state’s rating bureau calculates your e-mod. (See more on page 12.)

PREVENTING LITIGATION

The primary reason that injured workers turn to attorneys is that they’re worried about losing their jobs. Bringing an employee back to work alleviates that fear because it demonstrates your commitment to keeping them on. It also helps keep communication flowing between you and your injured employee, which can be a factor in preventing litigation.

Because claim costs multiply when attorneys get involved, this can also be a big help in keeping claim costs under control.

LOWERING THE CHANCES OF PERMANENT DISABILITY

A number of studies show that the longer an employee is off work, the greater the chances that the employee will never return to work. Studies show that the likelihood of an injured worker ever returning to work drops to 50 percent after six months of absence, according to a Journal of Occupational and Environmental Medicine article. That could mean years of wage-loss benefits or a costly settlement payment.
ADDITIONAL COST-SAVINGS FROM RETURN-TO-WORK

Increased workers’ compensation premiums aren’t the only cost to employers when employees are absent from work. Employers also incur indirect costs such as, “work productivity losses, replacement worker costs, training, management or supervisor time,” according to an article in the American Society of Safety Engineers’ magazine RM/Insight.
HOW TO ESTABLISH A RETURN-TO-WORK PROGRAM

You can establish a return-to-work program by taking three key steps:

- Creating a return-to-work policy
- Choosing a claims coordinator who will arrange for return-to-work
- Selecting a primary care clinic where the physicians understand and support return-to-work.

Once your plan is in place, it’s also important to check in and make sure it’s being followed each time an injury occurs.

CREATING A RETURN-TO-WORK POLICY

The first step to establishing a return-to-work program is drafting your policy. A return-to-work policy formally expresses your organization’s commitment to return-to-work.

See the sample return-to-work policy on sfmic.com, or on page 21 of this book.

In order to draft your policy, you’ll need to:

- Appoint a claims coordinator
- Select a primary care clinic
- Identify transitional jobs
- Create light-duty job descriptions you can have on hand

CHOOSING A CLAIMS COORDINATOR

A claims coordinator is an individual at your organization who stays in contact with injured employees, keeping up-to-date with work restrictions and helping arrange for return-to-work as soon as medically possible.

The coordinator also informs your claims representative when the employee is released to return to work.

SELECTING A PRIMARY CARE CLINIC

Working with a high-quality medical provider who knows your organization provides transitional, light-duty and modified-duty work helps ensure you’ll be able to get employees back to work as soon as possible.

If you don’t already have a preferred clinic, look for a clinic in your area skilled in occupational medicine. If no such clinic is available, look for a reputable primary care clinic.
You might want to ask a prospective clinic:

- Do you treat injured workers of other employers?
- Do you promote return-to-work?
- What will you need from us in the event of an injury? (Job description, statement that we offer transitional light-duty work, etc.)
- Would you like to tour our facility?

Consider meeting with clinic staff to tell them about your operation, your commitment to accommodating work restrictions, and the types of light-duty jobs you offer.

Note that in most states, employees have the right to choose their own doctors and clinics. Minnesota, Wisconsin, Nebraska and South Dakota all allow for this. Iowa is an exception — there the employer can choose the clinic for initial treatment.

**IDENTIFYING TRANSITIONAL JOBS**

Work with department heads, supervisors and your insurer’s claims staff to identify transitional light-duty or modified-duty jobs. Transitional jobs could include existing jobs with different physical requirements, other job tasks or jobs that are modified to accommodate physical limitations. Be resourceful.

Here are some ways to come up with possible transitional jobs:

- Look through the our lists of transitional work ideas by industry on sfmic.com
- Create a “job jar” where people can list odd jobs they don’t have time to get to on scraps of paper as they think of them
- Ask your claims representative for transitional work ideas
- Ask your supervisors, “What would you do if you had an extra set of hands?”
- Use the U.S. Office of Disability Employment Policy list of ways to accommodate different types of disabilities, available on its website
COMMUNICATING YOUR RETURN-TO-WORK POLICY

Once you have a return-to-work policy in place, it’s important that employees know about it so they know what to expect in the event of an injury.

Let employees know during orientation that you have a return-to-work program. Tell them if they’re injured, your goal will be to get them good care and bring them back to work as soon as possible to help them recover.

Tell employees that they should tell their treating doctors that you offer light-duty work. When they go on doctor visits, have them take along your light-duty job list so the doctor can simply indicate which jobs they are able to perform. Sometimes injured employees erroneously tell their treating doctors that their employers don’t offer light-duty, transitional work and as a result the treating doctors keep them off work longer than necessary.

Consider including your policy in your employee handbook and posting the written program in a high-traffic area like the time clock or break room.
WHAT TO DO WHEN AN INJURY OCCURS

How you respond at the time an injury occurs can have an impact on the employee’s return to work. Getting the right treatment from the start will help ensure the best outcome for the injured worker.

If the employee needs to visit a doctor, suggest the employee go to your preferred clinic. Remember that in most states the employee has the right to choose which doctor and clinic to use.

Send along a packet for the doctor visit that includes a form similar to SFM’s Work Ability and Return-to-Work form to be filled out by the treating physician and a letter telling the physician you offer light-duty work with a list of light-duty jobs. Find these documents on sfmic.com or in the back of this book.

Feel free to call the employee’s physician to make sure the doctor knows you offer light-duty work, and to check up on the employee’s condition. It’s critical that the doctor understand you’re willing to accommodate any physical restrictions your employee might have, even if it means having the employee work in a different role during recovery.

If the employee must take time off work, send a letter detailing your return-to-work expectations. Use our sample letter as a guide. Find it on sfmic.com or in the back of this book.
TIMING RETURN-TO-WORK FOR MAXIMUM BENEFIT

In general, the sooner you can bring an employee back to work, the better.

It helps you reduce future workers’ compensation premiums by keeping expensive wage-loss benefits under control, and it helps the employee feel socially connected and productive.

You yield the maximum financial benefit of return-to-work when you bring employees back before wage-replacement benefits kick in.

Under state law, a certain number of days must pass before an employee who is off work due to an injury is eligible for workers’ compensation wage-replacement benefits. In Minnesota, Wisconsin and Iowa, it is three days off work. In South Dakota and Nebraska, it is seven days off work. You may hear this referred to as the “waiting period.”

That means wage-replacement benefits begin on day four in Minnesota, Wisconsin and Iowa, and on day eight in South Dakota and Nebraska, so you need to act quickly.

Before that time period elapses, you will need to:

- Provide the injured employee’s doctor with information about your return-to-work program
- Receive the doctor’s medical restrictions and authorization to work
- Arrange for transitional temporary work
- Talk with the supervisors and clear the way for the employee’s return

States count the days in the waiting period differently.

In Minnesota, for instance, any three calendar days count as the waiting period, including weekend days. So if someone is injured on a Friday, you will need to move quickly and maybe even get things in motion over the weekend, or else wage-replacement benefits will start.

In Wisconsin, Sundays do not count unless the employee normally works Sundays.

If an employee remains off work for a longer period, then by law workers’ compensation wage-replacement benefits are retroactive to the first day of lost time. For instance, in Minnesota, if the employee is off work for 10 calendar days or more, then wage-replacement benefits will go back and reimburse the employee for the three-day waiting period. That increases claim costs and their impact on your premium.

DOUBLE SAVINGS

Bringing an employee back to work before the waiting period ends will result in substantial savings for you in two ways. First, you will avoid triggering expensive state-mandated workers’ compensation wage-replacement benefits. Second, you will take advantage of a state rule that reduces by 70 percent the claim costs that go into calculating your e-mod. This is a reduction that state law applies to so-called “medical-only” claims — those that have medical expenses and no wage-replacement expenses.
Bottom line: By getting your injured worker back to work within the waiting period, you have avoided triggering wage-replacement benefits, you have kept this a medical-only claim, and you have reduced the impact of those medical expenses on your e-mod by 70 percent. See the dramatic impact this can have on your premium using the chart below.

**How earlier return-to-work impacts your premium**

One of your employees becomes injured on the job. With the treating doctor’s permission, you can choose to bring him back to work in a modified-duty capacity while he is still recuperating. Or you can wait until he is fully healed, which in this case ended up taking three months. Your choice will have a significant impact on your organization’s premium. To show how this plays out, the example below assumes an annual premium of $21,759, an experience modification of 1.0, and application of Minnesota law.

<table>
<thead>
<tr>
<th>Employee returns to work at . . .</th>
<th>3 days</th>
<th>5 days</th>
<th>3 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work load</td>
<td>Modified duty</td>
<td>Modified duty</td>
<td>Full duty</td>
</tr>
<tr>
<td>Wage-loss benefits paid by workers’ comp</td>
<td>None</td>
<td>Total for 2 days</td>
<td>Total for 3 months</td>
</tr>
<tr>
<td>Total claim costs including medical and wage-loss benefits</td>
<td>$1,500</td>
<td>$2,000</td>
<td>$12,000</td>
</tr>
<tr>
<td>Employer’s e-mod of 1.00 increases by . . .</td>
<td>.01</td>
<td>.05</td>
<td>.28</td>
</tr>
<tr>
<td>Premium of $21,759 increases over 3 years total . . .</td>
<td>$654</td>
<td>$3,264</td>
<td>$18,279</td>
</tr>
</tbody>
</table>
BRINGING THE EMPLOYEE BACK TO WORK

Stay in contact with injured employees to stay updated on their current condition and doctor’s appointments. You should receive a document similar to SFM’s Work Ability and Return-to-Work form listing any medical restrictions after each appointment. Once you have this information, follow these steps:

1. **Call your claims representative**
   Talk about whether your employee can return to their regular job, or you need to find a transitional job because of medical restrictions.

2. **Call your employee to discuss work release and job opportunities**
   Arrange a return-to-work date. Inform the employee of job details and where, when and to whom to report.

3. **Put transitional job offers in writing**
   It’s important to offer the job in writing for legal reasons. If you don’t receive a response from the employee within a reasonable time, call your claims representative. Use SFM’s sample letter and job offer form, available on sfmic.com and the back of this book.

4. **Facilitate a smooth return-to-work**
   Welcome the employee back and help make the return positive.

5. **Only allow the employee to perform tasks approved by the physician**
   Tell supervisors to respect medical restrictions. If the employee feels capable of more than what the restrictions allow, talk with the physician, either directly or through your insurer.

6. **Continue to contact the employee and supervisor weekly**
   Make sure everything is going as planned. If you suspect the employee will be on transitional duty for six months or more, consider whether it will turn into a permanent position. Discuss your options with your claims representative.

7. **Document all contacts with the injured employee**
   Keep them in your claim file.

HELPING RETURN-TO-WORK GO SMOOTHLY

Even with a strong policy and plan in place, bringing employees back to work as soon as possible isn’t always easy.

Here are a few tips to help the process go smoothly anytime there’s an injury:

- **Stay in contact with the injured employee.**
  Talk with the employee as soon as you hear about the injury. Send a get-well card. Express that the injured employee is missed and that you’re looking forward to their return. Let the employee know that your organization is prepared to do everything possible to help with recovery and return-to-work. This includes letting the employee know that there are alternative, light-duty jobs available during recovery if needed. Ask that the employee bring in an updated report of medical restrictions after each doctor visit. Invite the injured employee to company social events, even if they can’t yet work.
- **Stay in touch with the treating doctor and claims representative.**
  Communicate with the employee’s treating doctor and the claims adjuster to ensure everyone is on the same page and working toward the employee’s return to work.

- **Set realistic goals.**
  Develop a return-to-work plan that sets achievable goals with your employee. This will reassure the employee that you want them back quickly.

- **Adapt to the injured employee’s needs.**
  Together with the employee, explore ways to accommodate the injury. The employee may already have useful ideas based on firsthand knowledge of the job and a personal understanding of the injury and disability. Consider the employee’s work capacities and restrictions and all possible jobs available. Evaluate whether the employee can perform the essential functions of those jobs with or without a reasonable accommodation. Examples of reasonable accommodations include:
    - Limiting tasks to those that are safe for the employee
    - Making changes in the way duties are performed
    - Physically adjusting the workstation based on an ergonomic evaluation
    - Providing new equipment and training on how to use it
    - Establishing a part-time work schedule
    - Allowing time off for medical appointments or medically necessary time off
      (Note that the employee will be due workers’ compensation wage-loss benefits for any accommodations that require time off work, so the claim might not be considered medical-only in these cases)

- **Ensure restrictions are followed.**
  Get the employee’s work restrictions and follow them. Do not allow the employee to do more than the restrictions allow. You don’t want to put the employee in danger of aggravating the existing injury or delaying recovery. If the employee struggles with the transitional work offered, ask that they return to the doctor to review the work restrictions.

- **Consider others.**
  As a manager or supervisor, it’s important that you consider what impact your injured employee may have on other staff and their workloads. Try to assure everyone that your first priority is to keep them safe and healthy at work and that you appreciate all of their efforts in making the return-to-work transition as smooth as possible for the injured employee. Emphasize to staff that they should be open to different, creative ways of getting the job done, not just the usual and customary way. Educate staff to engage in the interactive process until a reasonable accommodation is found or all possibilities have been exhausted.
MAKE RETURN-TO-WORK PART OF YOUR CULTURE

We’ve already outlined many benefits of return to work both for employers and injured employees.

The good news is, implementing a return-to-work program doesn’t have to be difficult or expensive. A Job Accommodation Network report stated that a survey of employers showed most accommodations for employees with disabilities cost the employer nothing. Not only that, but having a strong return-to-work program boosts employee morale and reduces the chance that a work injury will leave an employee permanently unable to work.

Use the resources in this guide to start up or formalize your return-to-work program to benefit your organization and your employees.
CASE STUDY

Following is a case study from an SFM policyholder that has successfully implemented a return-to-work program.

SKILLED NURSING FACILITY BECOMES A MODEL FOR RETURN-TO-WORK SUCCESS

Jones-Harrison Residence, a skilled nursing and assisted living facility in Minneapolis, has a thriving return-to-work program.

But it wasn’t always that way.

“When we started the return-to-work program 12 years ago, I was terrified that we were going to commit to bringing injured employees back to work,” said Human Resources Director Judy Christopherson. “After a while it just becomes part of the fabric of your organization.”

Here are a few strategies that Jones-Harrison used to make its return-to-work program run smoothly:

- **Let employees know you have a return-to-work program at orientation.**
  They start the discussion from day one so employees know what to expect, Christopherson said. They tell them that if they’re injured, their goal will be to get them good care, and bring them back to work as soon as possible to aid their recovery.

- **Have a plan in place for when an injury occurs.**
  Having solid policies and procedures in place has been key, Christopherson said. They have cheat sheets around for supervisors with step-by-step directions for what to do when someone’s injured. Because they’re a round-the-clock operation, the directions cover any changes in procedures for injuries that occur after standard business hours. The plan should cover who will report the injury to your workers’ compensation insurer, who will investigate the incident and who will follow up with the injured employee to arrange for a return to work.

- **Establish a relationship with a preferred medical provider.**
  When Jones-Harrison Residence first chose a local occupational medicine clinic as its preferred provider, Christopherson and other executives met with the doctors there to tell them about the organization, the different job requirements and their commitment to providing transitional work to injured employees. To make it easy for injured employees, they have an arrangement with a local cab company to offer transportation to the clinic. Employees tend to use the preferred provider because they know that they’ll be able to get in quickly for an appointment. It’s important to note that in most states, employees have the right to choose their medical provider, so even if an employer has designated a preferred clinic, the choice of where to treat is ultimately the employee’s.

- **Have a packet ready that injured employees can take with them on their first doctor visit.**
  Include a list of light-duty tasks your organization offers, a form to be filled out by the doctor listing work restrictions and your workers’ compensation insurer’s billing instructions and address.

- **Think outside the box on light-duty jobs.**
  Employees with medical restrictions might be most useful working outside their regular departments, or doing jobs that otherwise wouldn’t get done. For example, at Jones-Harrison Residence, an injured nursing assistant might end up helping with recreation or folding laundry.
They ask all of their managers, “What would you do if you had an extra pair of hands?” They then use that feedback to create lists of possible light-duty jobs. When choosing light-duty jobs, “Make it meaningful. Make it important,” Christopherson advises. That will help the injured employee feel useful, despite the medical restrictions.

- **Put light-duty job offers in writing.** At Jones-Harrison Residence, injured employees receive job offer letters signed by all involved supervisors detailing the responsibilities of their transitional jobs. This makes it clear to the employees what they’ll be doing and helps them feel that their transitional roles are important.
HELPFUL TEMPLATES AND RESOURCES

Use the following pre-designed templates to jump-start and implement your return-to-work program. All of the following documents are available in the resource catalog on sfmic.com.

In this section, you'll find:

- **Return-to-work program sample.** Customize it to develop your organization’s policy.

- **Sample letter to injured employee regarding return-to-work expectations.** Use this letter as a guide to draft a letter for injured employees who are off work.

- **Sample letter to treating physician regarding return-to-work.** Use this letter as a template to draft your own letter telling your injured employee’s physician that you offer transitional, light-duty work.

- **Sample job offer letter.** Once you identify a transitional, light-duty job for your injured employee, use this letter as a template to put the job offer in writing.
(Your organization’s name) supports the practice of bringing injured employees back to work, as soon as they are medically able, to a position in our organization compatible with any physical restrictions they may have. We believe this practice serves the best interests of our employees and organization.

The prompt return of injured employees to positions within their medical restrictions will minimize the impact of work-related injuries. Coming back to work early helps employees remain functional as they recover while providing our organization with the valuable use of employees’ talents. It also helps control workers’ compensation costs.

If you are injured at work, report the injury to your supervisor immediately — no matter how minor the injury is. You and your supervisor will then call the SFM Work Injury Hotline to report the injury and get a treatment recommendation. Any questions concerning workers’ compensation should be directed to this individual.

**Claims coordinator**  
Phone __________________________

Your supervisor and/or claims coordinator will help arrange for medical treatment following an injury. Prompt, quality medical treatment can be assured through the use of our primary care clinic.

**Clinic**  
Phone __________________________

Current positions may be modified to fit the medical limitations of injured employees by modifying workstations, altering specific tasks or working reduced hours. If this is not possible, temporary transitional jobs may be made available either with your department or through a temporary assignment with another department.

Examples of these transitional jobs or tasks include:

________________________________________________________________________

________________________________________________________________________

This return-to-work program is an important part of our organization’s commitment to manage work-related injuries in a way that’s best for our employees and for this organization.

_________________________________  _____________________  _____________
Signature                        Title                                Date
Sample

Letter to injured employee regarding return-to-work expectations

Date

(Return to work coordinator name)
Company name
Address 1
Address 2
Address 3

Dear (injured employee’s name):

(Company name) strives to return its employees who are injured on-the-job to work as soon as they’re medically able. We can provide temporary modified work that fits within your medical restrictions. Ultimately, our goal is to help you heal and get you back to your regular job.

(Company name) expects you to help in the recuperation process by:

- Staying in regular contact with our return-to-work coordinator, (return-to-work coordinator’s name).
- Informing (return-to-work coordinator’s name) of all scheduled doctor visits for your work injury.
- Giving a copy of the physician’s Work Ability Form to (return-to-work coordinator’s name) immediately after each doctor’s visit.
- Cooperating with SFM, our workers’ compensation insurer, including the claims representative and nurse case manager.
- Cooperating with your treating physician by following the doctor’s restrictions and communicating to him that (Company name) provides transitional work.

We care about your safety and wellbeing. Taking these steps will help ensure that you’re receiving the appropriate workers’ compensation benefits on time and that you’re healing properly.

Please call me or stop by my office with any questions or concerns.

Sincerely,

(Return-to-work coordinator’s name)
(Title)
(Phone number)
Employer letter to physician regarding return to work

Company name
Mailing address
City, state, zip

Re: (Employee’s full name)
DOB: (Employee’s date of birth)

Dear (Physician),

(Company name) provides alternate duty work to its employees who become injured. We strive to return injured employees to work as soon as they are medically able, and within their medical restrictions, with the goal of helping them heal and return to their regular jobs.

Current positions can be modified to accommodate the medical limitations of injured employees by altering specific tasks, reducing work hours or modifying workstations and equipment. If this is not possible, we’ll make transitional jobs available elsewhere within the company. Depending on the medical restrictions, these might be positions such as:

- (Transitional job example).
- (Transitional job example).
- (Transitional job example).
- (Transitional job example).
- (Transitional job example).

If medical restrictions are appropriate for the employee above who you are treating, and if you have any questions about the modified work to accommodate those restrictions, please call our (title) (contact name) at (area code and phone number). Thank you for working with us to help our employees return to work.

Sincerely,

(Name), (President, CEO or owner’s title)
(Company name)
SAMPLE job offer letter

«Date»

«Employee's Name»
«AddressBlock»
«AddressBlock»

Dear «Employee's Name»:

I am pleased to hear of your ongoing recovery from your work-related injury. «Company Name» looks forward to your successful return to work.

I would like to offer you this transitional employment position that meets the medical restrictions outlined by your physician in the enclosed medical report. The «Job Title» position is a «Choose between part-time or full-time» position. You will be working «Choose weekday through weekday», from «Choose starting time» a.m. to «Choose ending time» p.m. You will be compensated at $«Dollar amount» /hr, and will continue to be eligible for «List any other company benefits». A copy of the job description further outlining the duties of the position is enclosed.

This job offer is dependent upon your ability to show your eligibility to work in the United States.

Please contact me with your acceptance or denial of this offer by «Date». Your first day of work in your new position will be «Weekday, Month, Date, Year». Please contact me if you have questions about this job offer. I look forward to hearing from you.

Sincerely,

«Claim Coordinator»
«Claim Coordinator's Title»
«Company Name»
«Telephone Number»
«Email Address»

Enclosures: Job description and physician’s work restrictions
cc: «SFM Claims Representative»
SAMPLE light-duty job description

Employee:
Claim number:

Job title: 
Wage: $ /hour

Work hours: a.m. to p.m. 
Work days: Mon, Tues, Wed, Thurs, Fri, Sat, Sun

Location of job (department):
Duration of job: ☐ Temporary ☐ Permanent

This job is a: ☐ Pre-injury job ☐ Modified pre-injury job ☐ New job

The job meets current medical restrictions: ☐ Yes ☐ No

1. Job duties include:

2. Physical requirements of the job:

3. Other job requirements (education, etc):

4. Other comments:

Employee signature: ________________________________ Date: _________________

Employer representative: ________________________________ Date: _________________