RETAIN Demonstration Projects

SAW/RTW Resource Links

**For Potential Use by RETAIN Awardees on Public Websites, Pilot Materials, etc.**

# About This Document:

In response to several technical assistance (TA) requests, the RETAIN TA team has developed the following list of resource links that RETAIN awardees can consider referencing in their program materials. Segmented by audience, these links are intended for potential use in the “Where to Learn More” sections of RETAIN websites, fact sheets, guides, etc. We hope you’ll find them to be useful tools for educating pilot participants or members of the public who want to learn more about stay-at-work/return-to-work (SAW/RTW) strategies and resources.

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# Resources for Workers Facing Illness or Injury

[Return-to-Work Toolkit for Employees and Employers](https://www.dol.gov/odep/return-to-work/)

An online tool from the U.S. Department of Labor’s Office of Disability Employment Policy that helps employers and employees understand the return-to-work process and find resources to assist in getting workers back on the job quickly and smoothly.

[Job Accommodation Network (JAN)](https://askjan.org/index.cfm)  
JAN provides free, confidential consulting services for individuals, regardless of employment status. Services include one-on-one consultation about job accommodations, including the accommodation process, accommodation ideas, product vendors, referral to other resources, and ADA compliance assistance.

[Flexible Work Arrangements](https://www.dol.gov/odep/topics/FlexibleWorkArrangements.htm)

Information from the U.S. Department of Labor’s Office of Disability Employment Policy (ODEP) on flexible work arrangements. Includes information on teleworking, customized employment, and a link to ODEP’s Workplace Flexibility Toolkit.

[Resources for Job Seekers and Employees with Disabilities](https://www.whatcanyoudocampaign.org/where-to-learn-more/resources-for-job-seekers-and-employees/)

This online guide from the Campaign for Disability Employment is a gateway to resources on finding a job and succeeding on the job once employed. Featured within the guide is information on “Programs and Rules that Help People Receiving Disability Benefits Return to Work,” “Job Training Programs,” “Job Accommodations,” and “Rights of Employees or Job Seekers with Disabilities.”

[American Job Centers](http://www.careeronestop.org/localhelp/americanjobcenters/american-job-centers.aspx" \o " [Opens in new window]" \t "_blank)

Your local American Job Center has lists of recent job openings, computers you can use to search for jobs, and career counselors who can help you find jobs, train for a new career, and write your resume.

[State Vocational Rehabilitation (VR) Agencies](https://askjan.org/concerns/State-Vocational-Rehabilitation-Agencies.cfm?cssearch=1906401_1" \o " [Opens in new window]" \t "_blank)

VR agencies provide career counseling, job training, and job placement services for people with disabilities. Counselors at these agencies work closely with job seekers to help them find, train for, and keep a job. Each state has its own rules about who may be eligible to receive these free employment services, so contact your state’s VR agency for more information.

[State Departments of Labor](https://www.dol.gov/whd/contacts/state_of.htm" \o " [Opens in new window]" \t "_blank)

These state government agencies provide information on apprenticeship programs, career fairs, resume writing, and employment laws.

# Resources for Employers

***Disability Inclusion and Workplace Accommodation Resources:***

[Employer Assistance and Resource Network on Disability Inclusion (EARN)](http://www.AskEARN.org)

EARN is a free resource that helps employers tap the benefits of disability diversity and build inclusive workplace cultures. It offers information and resources to empower individuals and organizations to become leaders in the employment and advancement of people with disabilities. Among EARN’s offerings is [Stay-at-Work/Return-to-Work Information for Employers](http://www.askearn.org/topics/retention-advancement/stay-at-work-return-to-work/).  
  
[Job Accommodation Network (JAN)](https://askjan.org/index.cfm)  
JAN provides free, expert, and confidential guidance to employers about workplace accommodations and disability employment issues, including employment laws and regulations. Find information on reasonable accommodations for employees with disabilities and the ADA, and explore A to Z listings by disability, topic, and limitation to discover effective accommodation ideas and resources.

[Disability Management Employer Coalition](http://dmec.org/)  
The Disability Management Employer Coalition (DMEC) is an organization committed to providing focused education for absence management professionals. It offers face-to-face conferences, tools and resources, and information on reducing costs, minimizing lost work time, and increasing staff productivity.

[“Working Works” Campaign](https://www.whatcanyoudocampaign.org/psa-campaigns/working-works-psa/)

This public education campaign from the Campaign for Disability Employment centers around a national public service announcement (PSA) called “Working Works.” Through the voices of several individuals— including baseball legend Cal Ripken, Jr.—“Working Works” explores the many reasons people work, including after injury or illness. Several free materials are available to complement the PSA, including a series of [posters](https://www.whatcanyoudocampaign.org/psa-campaigns/working-works-psa/working-works-poster-series/); discussion guides for [co-workers](https://www.whatcanyoudocampaign.org/wp-content/uploads/2019/02/Discussion-Guide-DVD-Insert-1-Co-workers-2.7.2019.pdf) and [employer representatives](https://www.whatcanyoudocampaign.org/wp-content/uploads/2019/02/Discussion-Guide-DVD-Insert-2-Employer-Representatives-2.7.2019.pdf); and behind-the-scenes [video interviews](https://www.whatcanyoudocampaign.org/psa-campaigns/working-works-psa/working-works-meet-the-cast/) featuring the compelling stay-at-work/return-to-work stories of the PSA cast members.

***Stay-at-Work/Return-to-Work Resources:***

[Return-to-Work Toolkit for Employees and Employers](https://www.dol.gov/odep/return-to-work/)

An online tool from the U.S. Department of Labor’s Office of Disability Employment Policy that helps employers and employees understand the return-to-work process and find resources to assist in getting workers back on the job quickly and smoothly.

[CSG's Stay-at-Work/Return-to-Work (SAW/RTW) Toolkit](https://www.csg.org/seed_report.pdf)

This resource developed by the Council of State Governments helps state officials increase the employment retention and labor force participation of individuals who acquire and/or are at risk of developing work disabilities, whether on-the-job or off-the-job. While the tool is designed for state policymakers, employers can benefit from the toolkit’s best practices and implementation strategies to facilitate positive SAW/RTW outcomes.

[State Financial Incentives to Establish Stay-at-Work/Return-to-Work (SAW/RTW) Programs, Including Workplace Safety and Illness and Injury Prevention Programs](http://www.askearn.org/topics/laws-regulations/employer_financial_incentives/)  
Information from EARN on select state workers’ compensation programs that incentivize employers to adopt SAW/RTW programs.   
  
[Stay-at-Work/Return-to-Work: Supporting Employees Who Experience Unexpected Illness or Disability Fact Sheet](https://www.dol.gov/odep/pdf/20140917StayAtWork.pdf)A fact sheet from the U.S. Department of Labor’s Office of Disability Employment Policy outlining strategies and considerations for employers who are working with employees that experience an unexpected illness or disability.

***Stay-at-Work/Return-to-Work Research and Policy Briefs:***

[Transition Back to Work: Policies to Support Return to Work (RTW) after Illness or Injury](https://www.dol.gov/odep/topics/pdf/PAP_Transition%20Back%20to%20Work%20FINAL_2017-09-07.pdf)  
This paper, prepared by IMPAQ International for the Office of Disability Employment Policy, examines strategies to assist workers who have lost work time due to illness or injury in making the transition back to work as early as possible in their recovery process. Explores partial RTW strategies for those not yet able to return to full-duty at their previous jobs, as well as incentives for employers to ease the transition back to work through strategies such as light duty, reduced hours, workplace modifications, or transitional jobs.

[Best Practices in Employee Retention and Return-to-Work: An In-Depth Look Inside an Exemplary American Corporation](http://www.leadcenter.org/system/files/resource/downloadable_version/Best_Practices_Employee_Retention_Return_to_Work_Dec_2014.pdf)  
This report from the National Disability Institute’s LEAD Center highlights best practices and strategies gleaned from an anonymous, large, successful corporation at the individual, workplace, and systems levels that benefit employers and employees.

# Resources for Health Care Providers

***Stay-at-Work/Return-to-Work Resources:***

[A to Z of Disability and Accommodations](https://askjan.org/index.cfm)

This resource from the Job Accommodation Network provides guidance on workplace accommodations and disability employment issues.

[CSG's Stay-at-Work/Return-to-Work (SAW/RTW) Toolkit](https://www.csg.org/seed_report.pdf)

This resource developed by the Council of State Governments helps state officials increase the employment retention and labor force participation of individuals who acquire and/or are at risk of developing work disabilities, whether on-the-job or off-the-job. While the tool is designed for state policymakers, health care providers can benefit from the toolkit’s best practices and implementation strategies to facilitate positive SAW/RTW outcomes.

[“Working Works” Campaign](https://www.whatcanyoudocampaign.org/psa-campaigns/working-works-psa/)

This public education campaign from the Campaign for Disability Employment centers around a national public service announcement (PSA) called “Working Works.” Through the voices of several individuals—including an occupational therapist—“Working Works” explores the many reasons people work, including after injury or illness. Several free materials are available to complement the PSA, including a series of [posters](https://www.whatcanyoudocampaign.org/psa-campaigns/working-works-psa/working-works-poster-series/); a discussion guide for [health care professionals](https://www.whatcanyoudocampaign.org/wp-content/uploads/2019/02/Discussion-Guide-DVD-Insert-3-Healthcare-Professionals-2.7.2019.pdf); and behind-the-scenes [video interviews](https://www.whatcanyoudocampaign.org/psa-campaigns/working-works-psa/working-works-meet-the-cast/) featuring the compelling SAW/RTW stories of the PSA cast members.

[Early Return to Work: The Early Return to Work (ERTW) Program](http://www.lni.wa.gov/ClaimsIns/Insurance/Injury/LightDuty/Ertw/Default.asp)

This resource from the Washington State Department of Labor & Industries highlights three return-to-work success stories.

[A New Way to Engage Physicians](http://www.ihi.org/communities/blogs/a-new-way-to-engage-physicians)

This Institute for Healthcare Improvement blog post provides some tips for engaging physicians in projects that can be applied to early stay at work/return to work.

[Return-to-Work Best Practices](https://www.irmi.com/articles/expert-commentary/return-to-work-best-practices)

This online commentary from the International Risk Management Institute, Inc describes return-to-work best practices.

***Stay-at-Work/Return-to-Work Research and Policy Briefs:***

[Return to Work: A Foundational Approach to Return to Function](https://www.wcbsask.com/wp-content/uploads/2013/10/Return-to-Work_Foundational-Approach-to-Return-to-Function_Final.pdf)

Developed by the International Association of Industrial Accident Boards and Commissions’ Disability Management and Return to Work Committee, this resource (on pages 23 to 26) discusses the roles of caregivers and health systems in return to work.

[The Role of the Physician in the Return-to-Work Process Following Disability Onset](https://www.dol.gov/odep/topics/pdf/RTW_Role%20of%20Physician_2015-03.pdf)  
This report (prepared by Mathematica for the U.S. Department of Labor’s Office of Disability Employment Policy*)* outlines recommendations for more effectively incorporating physicians into the return-to-work process.

[Can Work Disability Be Prevented After Musculoskeletal (MSK) Injuries? Three Successful, Cost-effective Pilot Intervention Programs](https://www.dol.gov/odep/topics/pdf/Disability%20Prevention%20Case%20Studies%20FINAL_2017-09-05.pdf)  
This report, prepared by IMPAQ International for the U.S. Department of Labor’s Office of Disability Employment Policy, presents three pilot programs demonstrating the considerable knowledge that exists regarding effective strategies to prevent work disability after MSK injury.   
  
[Improving Occupational Health Care Delivery to Support Workers’ Compensation Return to Work: Building on Evidence-Based Practice from Washington State’s Centers of Occupational Health & Education (COHE) Experience – Full Report](https://www.dol.gov/odep/topics/pdf/PAP_COHE_2017-08-30.pdf)  
This report, prepared by IMPAQ International for the U.S. Department of Labor’s Office of Disability Employment Policy, examines Washington State’s COHE program, which has been successful in improving worker outcomes, reducing the risk of long-term disability and premature exit from the workforce, and promoting workers’ return to work through coordinated care and the training of health care providers.

[Innovations in Occupational Health Care Delivery Can Prevent Entry Into Permanent Disability](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6250293/pdf/mlr-56-1018.pdf)

This study is an 8-year follow-up of the Washington State Centers for Occupational Health and Education.

[Transition Back to Work: Policies to Support Return to Work (RTW) after Illness or Injury](https://www.dol.gov/odep/topics/pdf/PAP_Transition%20Back%20to%20Work%20FINAL_2017-09-07.pdf)  
This paper, prepared by IMPAQ International for the U.S. Department of Labor’s Office of Disability Employment Policy, examines strategies to assist workers who have lost work time due to illness or injury in making the transition back to work as early as possible in their recovery process. Explores partial RTW strategies for those not yet able to return to full-duty at their previous jobs, as well as incentives for employers to ease the transition back to work through strategies such as light duty, reduced hours, workplace modifications, or transitional jobs.

# Additional SAW/RTW Resources

[Return to Work in the Health Care Sector: Promising Practices and Success Stories](https://www.dol.gov/odep/topics/pdf/RTW_in_HC_Sector_Promising%20Practices_2015-03.pdf)  
This report, prepared by Mathematica for the U.S. Department of Labor’s Office of Disability Employment Policy, features promising practices and success stories related to return-to-work efforts and outcomes in the health care industry. (Although the promising practices are focused on the health care sector, the main principles of these programs can be applied on a wider scale.)  
  
[NCSL Policy Brief: Workers' Compensation: Keeping Injured and Ill Workers in the Workforce](http://www.ncsl.org/research/labor-and-employment/workers-compensation-report.aspx)

Developed by the National Conference of State Legislatures (NCSL) in collaboration with the State Exchange on Employment and Disability (SEED), this policy brief explores how states administer workers’ compensation programs that provide medical care, rehabilitation, and cash benefits for workers who are injured on the job or who experience occupation-related illnesses.

[Assessing the Costs & Benefits of Return to Work Programs Full Report](https://www.dol.gov/odep/topics/pdf/RTW_Costs-Benefits_2015-03.pdf)   
[Assessing the Costs & Benefits of Return to Work Programs Issue Brief](https://www.dol.gov/odep/topics/pdf/RTW_Costs-Benefits_BRIEF_2015-03.pdf)  
This report, prepared by Mathematica for the U.S. Department of Labor’s Office of Disability Employment Policy, offers a review and analysis of existing research, data, and other relevant material to provide a comparison of the cost and benefits of implementing a return-to-work program in the private sector.

[Establishing Accountability to Reduce Job Loss After Injury or Illness](https://www.dol.gov/odep/topics/pdf/SAW-RTW_Est.%20Accountability_2015-10.pdf)  
This paper, prepared by Mathematica for the U.S. Department of Labor’s Office of Disability Employment Policy, presents actionable policy recommendations for keeping more people at work through stay-at-work/return-to-work (SAW/RTW) strategies.  
  
[Promoting Retention or Reemployment of Workers After a Significant Injury or Illness](https://www.dol.gov/odep/topics/pdf/SAW-RTW_Retention_FINAL_2015-10.pdf)  
This paper, prepared by Mathematica for the U.S. Department of Labor’s Office of Disability Employment Policy, suggests policies and practices that would encourage employers to retain or hire workers following a medical condition.   
  
[Targeting Early Intervention to Workers Who Need Help to Stay in the Labor Force](https://www.dol.gov/odep/topics/pdf/SAW-RTW_Early%20Intervention_FINAL_2015-10.pdf)   
This paper, prepared by Mathematica for the U.S. Department of Labor’s Office of Disability Employment Policy, presents actionable policy recommendations for expanding evidence-based early intervention services to those workers who may be the most likely to return successfully to work if they get help early on.   
  
[Behavioral Interventions to Help Workers Keep Their Jobs After an Injury or Illness Policy Brief](https://www.dol.gov/odep/topics/pdf/SAW-RTW_PolicyBrief_BehavioralInterventions.pdf)   
This paper, prepared by Mathematica for the U.S. Department of Labor’s Office of Disability Employment Policy, includes a range of strategies that could potentially encourage injured or ill workers to fully explore the possibility of staying employed, which is often the better option for their long-term financial and psychological well-being.

[Improving Pain Management and Support for Workers with Musculoskeletal Disorders: Policies to Prevent Work Disability and Job Loss Policy Action Paper](https://www.dol.gov/odep/topics/pdf/PAP_MSK-Pain%20Vol%201_2017-08-29.pdf)   
This paper, prepared by IMPAQ International for the U.S. Department of Labor’s Office of Disability Employment Policy, identifies six primary focus areas that should be the target of improved pain and disability management policies: (1) drug formularies and treatment guidelines; (2) education and training; (3) reimbursement for health care services; (4) employer injury and disability prevention practices; (5) data collection and monitoring; and (6) federal inter-agency leadership.

[How to Mitigate Risk Factors for Long-Term Musculoskeletal Work Disability](https://www.dol.gov/odep/topics/pdf/How%20to%20Mitigate%20Risk%20Factors%20FINAL_2017-09-05.pdf)  
This paper, prepared by IMPAQ International for the U.S. Department of Labor’s Office of Disability Employment Policy, outlines early intervention strategies that frontline professionals (health care professionals, employers, and claims/benefits administrators) can use when they interact with workers experiencing musculoskeletal pain.

[Stay-at-Work/Return-to-Work (SAW/RTW) Best Practices](https://www.worksafemt.com/media/WSMT_SAW-RTW_Best_Practices.pdf)  
Explores the State of Montana’s experiences with SAW/RTW programs, which help injured employees return to meaningful work as fits their medical condition as soon as possible.

[Promoting SAW/RTW Policies — Recommendations to Help Workers Who Experience Illness or Injury – Video](https://www.youtube.com/watch?v=ODcprGUQIgc)  
A webcast of the Stay-at-Work/Return-to-Work (SAW/RTW) Collaborative recorded by Mathematica in October 2015.  
  
[Helping Workers Keep Their Jobs After an Injury, Illness, or Disability – Video](https://www.youtube.com/watch?v=7_EK6af2eT8)  
A webcast of the Stay-at-Work/Return-to-Work (SAW/RTW) Collaborative recorded by Mathematica in September 2016.

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