

## RETAIN Phase 2 Transition Resources for States

The following resources are provided to assist your future stay-at-work/return-to-work (SAW/RTW) efforts, regardless of how you choose to leverage your Phase 1 efforts:

### Key SAW/RTW Best Practices and Strategies

- [Transition Back to Work: Policies to Support Return to Work after Illness or Injury](#)
- [What States Can Do to Engage Employers in SAW/RTW programs](#)
- [Red Flags Green Lights: A Guide to identifying and Solving Return to Work Problems](#)
- [Working Together: Successful Strategies for Return to Work](#)
- The Council of State Governments. (2018). *Stay-at-work/return-to-work toolkit*. [https://www.csg.org/seed\\_report.pdf](https://www.csg.org/seed_report.pdf)
- Wleklinski, B., Salon, R., & Taylor, B. (2014, November). *Best practice in employee retention and return-to-work: An in-depth look inside an exemplary American corporation*. The LEAD Center. Retrieved April 19, 2021 from [http://www.leadcenter.org/system/files/resource/downloadable\\_version/Best\\_Practices\\_Employee\\_Retention\\_Return\\_to\\_Work\\_Dec\\_2014.pdf](http://www.leadcenter.org/system/files/resource/downloadable_version/Best_Practices_Employee_Retention_Return_to_Work_Dec_2014.pdf)
- Wickizer, T. M., Franklin, G. M., & Fulton-Kehoe, D. (2018). Innovations in occupational health care delivery can prevent entry into permanent disability. 8-year follow-up of the Washington State Centers for Occupational Health and Education. *Medical Care*, 56(12), 1018-1023. Full text available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6250293/>
- International Association of Industrial Accident Boards and Commissions. (2016, April 19). *Return to work: A foundational approach to return to function*. IAIABC Disability Management and Return to Work Committee. Retrieved April 19, 2021 from [https://www.worksafesask.ca/wp-content/uploads/2013/12/Return-to-Work\\_Foundational-Approach-to-Return-to-Function\\_Final.pdf](https://www.worksafesask.ca/wp-content/uploads/2013/12/Return-to-Work_Foundational-Approach-to-Return-to-Function_Final.pdf)
- IMPAQ International. (2017, August 31). *Transition back to work: Policies to support return to work after illness or injury*. Retrieved April 19, 2021 from <https://impaqint.com/sites/default/files/files/Transition%20Policy%20Action%20Paper.pdf>
- Sung, D., Lore, H., & Magill, K. (2017, August 18). Improving occupational healthcare delivery to support Workers' Compensation return to work: Building on Evidence-Based Practice from Washington State's Centers of Occupational Health & Education (COHE) experience. IMPAQ International. Retrieved April 19, 2021 from <https://impaqint.com/sites/default/files/files/COHE%20Policy%20Action%20Paper.pdf>

- Shaw, W., Gatchel, R, Christian, J., & Toms Barker, L. (2017, August 18). Improving pain management and support for workers with musculoskeletal disorders: Policies to prevent work disability and job loss. Volume 1: Policy action paper. IMPAQ International. Retrieved April 19, 2021 from <https://impaqint.com/sites/default/files/files/MSK%20Pain%20Policy%20Paper%20Vol%201.pdf>
- Stay-at-Work/Return-to-Work Policy Collaborative. (n.d.). *Guide to conducting state pilot programs to improve SAW/RTW outcomes in occupational health*. Retrieved April 19, 2021 from <https://impaqint.com/sites/default/files/files/Product%20 2%20Pilot%20-FINAL Pages1-3-COMPLIANT%20pages%204-24%20not%20yet.pdf>

## Job Accommodation Network (JAN) resources

- [Accommodation and Compliance: Stay at Work \(SAW\)/Return to work \(RTW\)](#)
- [JAN Workplace Accommodation Toolkit](#)
- [Accommodation and Compliance: Low Cost, High Impact](#)
- [Accommodation and Compliance Series: Coronavirus Disease 2019 \(COVID-19\)](#)
- Job Accommodation Network. (n.d.). *The JAN workplace accommodation toolkit*. Retrieved April 19, 2021 from <https://askjan.org/toolkit/index.cfm>
- Job Accommodation Network. (n.d.). *Accommodation and compliance series. Employers' practical guide to reasonable accommodation under the Americans with Disabilities Act (ADA)*. Retrieved April 19, 2021 from <https://askjan.org/publications/employers/employers-guide.cfm>.
- Job Accommodation Network. (n.d.). *SOAR. Searchable online accommodation resource*. Retrieved April 19, 2021 from <https://askjan.org/soar.cfm>
- Orslene, L. (n.d.). *Disability awareness to increase your comfort, competence, and confidence*. [video]. Job Accommodation Network. Retrieved April 19, 2021 from <https://jan.adobeconnect.com/aware/>
- Zurich. (2015). *Early intervention & RTW best practices*. Retrieved April 19, 2021 from [http://dmec.org/wordpress/wp-content/uploads/2015/08/Zurich-Whitepaper\\_Early-Intervention-RTW-Best-Practices.pdf](http://dmec.org/wordpress/wp-content/uploads/2015/08/Zurich-Whitepaper_Early-Intervention-RTW-Best-Practices.pdf)

## Department of Labor Resources

- Employer Assistance and Resource Network on Disability Inclusion (EARN) <https://www.dol.gov/agencies/odep/resources/earn>
- [Supporting Employees Who Experience Unexpected Illness or Disability](#)
- EARN COVID-19 resources <https://askearn.org/resources/covid-19-workplace-resources-and-tools/>
- EARN [https://askearn.org/wp-content/uploads/2019/10/EARN\\_2019\\_Centralized\\_Accomm\\_Programs.pdf](https://askearn.org/wp-content/uploads/2019/10/EARN_2019_Centralized_Accomm_Programs.pdf)

## Sustainability

- [Strategies for Sustainability of Grant-funded Programs](#)
- Warner, A., Bennett, N., Asheer, S. *et al.* Sustaining Programs: Lessons Learned from Former Federal Grantees. *Matern Child Health J* **24**, 207–213 (2020). Full text available at <https://link.springer.com/article/10.1007/s10995-020-02878-7>

## Scalability

- Fagan AA, Bumbarger BK, Barth RP, Bradshaw CP, Cooper BR, Supplee LH, Walker DK. Scaling up Evidence-Based Interventions in US Public Systems to Prevent Behavioral Health Problems: Challenges and Opportunities. *Prev Sci*. 2019 Nov;20(8):1147-1168. Full text available at <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6881430/>.
- Aarons, G.A., Sklar, M., Mustanski, B. *et al.* “Scaling-out” evidence-based interventions to new populations or new health care delivery systems. *Implementation Sci* **12**, 111 (2017). Full text available at <https://implementationscience.biomedcentral.com/articles/10.1186/s13012-017-0640-6>
- Zomahoun HTV, Ben Charif A, Freitas A, Garvelink MM, Menear M, Dugas M, Adekpedjou R, Légaré F. The pitfalls of scaling up evidence-based interventions in health. *Glob Health Action*. 2019;12(1):1670449. Full text available at <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6781190/>
- Klingner JK, Boardman AG, McMaster KL. What Does it Take to Scale up and Sustain Evidence-Based Practices? *Exceptional Children*. 2013;79(3):195-211. Abstract available at <https://journals.sagepub.com/doi/10.1177/001440291307900205> (Full article requires fee or access through library)
- World Health Organization & ExpandNet. (2010). *Nine steps for developing a scaling up strategy*. Department of Reproductive Health and Research. Retrieved April 19, 2021 from [https://www.who.int/immunization/hpv/deliver/nine\\_steps\\_for\\_developing\\_a\\_scalingup\\_strategy\\_who\\_2010.pdf](https://www.who.int/immunization/hpv/deliver/nine_steps_for_developing_a_scalingup_strategy_who_2010.pdf)
- World Health Organization & ExpandNet. (2011). *Beginning with the end in mind. Planning pilot projects and other programmatic research for successful scaling up*. Department of Reproductive Health and Research. Retrieved April 19, 2021 from [http://apps.who.int/iris/bitstream/handle/10665/44708/9789241502320\\_eng.pdf;jsessionid=B97B6DBC3DEB16CC61A71F326287749?sequence=1](http://apps.who.int/iris/bitstream/handle/10665/44708/9789241502320_eng.pdf;jsessionid=B97B6DBC3DEB16CC61A71F326287749?sequence=1)

## Sunsetting Programs

- Center for Public Health Systems Science. (2013). *Program sustainability assessment tool*. George Warren Brown School of Social Work. Retrieved April 19, 2021 from [https://sustaintool.org/wp-content/uploads/2016/12/Sustainability-ToolV2\\_w-scoring\\_12.11.13.pdf](https://sustaintool.org/wp-content/uploads/2016/12/Sustainability-ToolV2_w-scoring_12.11.13.pdf)

## Mentorship Toolkits

- Ontario Association of Public Health Nursing. (n.d.). Caring, connecting, empowering. A resource guide for implementing nursing mentorship in public health units in Ontario. ANDSOOHA & PHRED. Retrieved April 19, 2021 from [https://neltoolkit.rnao.ca/sites/default/files/Caring\\_Connecting\\_Empowering\\_%20A%20Resource%20Guide%20for%20Implementing%20Nursing%20Mentorship%20in%20Public%20Health%20Units%20in%20Ontario.pdf](https://neltoolkit.rnao.ca/sites/default/files/Caring_Connecting_Empowering_%20A%20Resource%20Guide%20for%20Implementing%20Nursing%20Mentorship%20in%20Public%20Health%20Units%20in%20Ontario.pdf)
- Organization of Nurse Executives, New Jersey. (2014). ONE NJ mentorship toolkit. Retrieved April 19, 2021 from <http://www.njha.com/media/332986/ONENJ-Mentorship-tool-kit-21.pdf>

## Health Equity

- News Release. US Department of Labor Opens Dialogue to Ensure Equity in Employment for People with Disabilities from Historically Underserved Communities. Retrieved April 19, 2021 from <https://www.dol.gov/newsroom/releases/odep/odep20210407>.
- U.S. Department of Labor. Efforts to Advance Racial and Social Equity in Employment for People with Disabilities National Online Dialogue. <https://racialequity.ideascale.com/a/index>
- American Health Association website. Creating the Healthiest Nation: Advancing Health Equity (Fact sheet). Retrieved at [https://www.apha.org/-/media/Files/PDF/factsheets/Advancing\\_Health\\_Equity.ashx](https://www.apha.org/-/media/Files/PDF/factsheets/Advancing_Health_Equity.ashx)
- Braveman, P.& Gottlieb, L. (2014). The social determinants of health: it's time to consider the causes of the causes. Public health reports (Washington, D.C. : 1974), 129 Suppl 2(Suppl 2), 19–31. <https://doi.org/10.1177/00333549141291S206>. Full text available at <https://journals.sagepub.com/doi/pdf/10.1177/00333549141291S206>
- Braveman P. (2014). What are health disparities and health equity? We need to be clear. Public health reports (Washington, D.C. : 1974), 129 Suppl 2(Suppl 2), 5–8.. Full text available at <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3863701/>
- Lived Experience Advisory Council. (2016). Nothing about us without us: Seven principles for leadership and inclusion of people with lived experience of homelessness. Toronto: The Homeless Hub Press. [www.homelesshub.ca/NothingAboutUsWithoutUs](http://www.homelesshub.ca/NothingAboutUsWithoutUs). Full text available at <https://homelesshub.ca/sites/default/files/LEAC-7principles-final.pdf>