RETAIN: Training Topics and Sample Resources, by Audience

Purpose

The purpose of this tool is to provide support to RETAIN state awardees in planning training programs. This tool presents suggestions for broad training topics and some potential sources of information and resources. This tool does not list every potential training topic that may be required by the respective RETAIN projects. You will need access to RETAINTA.org to review a few of the resources listed below. RETAINTA.org is a password-protected website for RETAIN awardees. If you are part of a RETAIN state team, you may request an account.

Possible Training Audiences

This document is organized by possible training audiences:

• Return-to-work coordinator(s)

• Health care providers and systems

• Employers

• RETAIN project team

• State agencies

Possible Training Topics, by Audience

Training Topics	Employers	Health Care Providers and Systems	Return-to-Work Coordinators	RETAIN Project Team	State Agencies
RETAIN Background, Purpose, and General Overview					
Importance and benefits of staying at work or returning to work for the worker, employer, and society ▶ *An Overview: Models of Stay at Work (SAW) and Return to Work (RTW)*; American Institutes for Research (AIR) RETAIN webinar held on May 23, 2019. https://retainta.org/mod/folder/view.php?id=45 ▶ *Stay-at-Work/Return-to-Work Toolkit*. (The Council of State Governments, 2018.) The benefits of staying at work or returning to work are described on pages 7 and 8 of this resource. https://www.csg.org/seed_report.pdf ▶ *Return to Work: A Foundational Approach to Return to Function*. Executive Summary. This resource briefly describes the benefits of SAW and RTW. (International Association of Industrial Accident Boards and Commissions, Disability Management and Return to Work Committee.) https://www.wcbsask.com/wp-content/uploads/2013/10/Return-to-Work_Foundational-Approach-to-Return-to-Function_Final.pdf	●	●	●		●
Introduction to and overview of the RETAIN initiative ▶ S@W/R2W Research & RETAIN Demonstration Projects. (Office of Disability and Employment Policy, n.d.) The web page describes the RETAIN Demonstration Initiative. https://www.dol.gov/odep/topics/Stay-at-Work-Return-to-Work.htm	●	●	●		●
Case examples of successful programs and benefits achieved ▶ Early Return to Work. The Early Return to Work (ERTW) Program. (Washington State Department of Labor & Industries, n.d.) Three success stories are presented at the bottom of this web page. http://www.lni.wa.gov/ClaimsIns/Insurance/Injury/LightDuty/Ertw/Default.asp ▶ Return to Work Case Study. (WorkSafe Victoria, n.d.) This resource presents a case study from Australia with replicable successful or promising practices for RETAIN states. https://aen.org.au/wp-content/uploads/member-documents/ohs/knowledge-bank/Return%20To%20Work%20case%20study.pdf ▶ *Coordination Works: Understanding Rehabilitation and Return to Work Coordinators in South Australia. A Case Study Report*. (Australian Institute for Social Research, 2011.) This resource describes a successful SAW/RTW intervention. https://www.rtwsa.com/__data/assets/pdf_file/0011/31601/Understanding-return-to-work-coordinators-in-South-Australia-a-case-study.pdf	●	●	●	●	●

Training Topics	Employers	Health Care Providers and Systems	Return-to-Work Coordinators	RETAIN Project Team	State Agencies
► Case Studies. (Health and Safety Executive, n.d.) This web page describes several case studies in the United Kingdom that help illustrate the business benefits of RTW initiatives. http://www.hse.gov.uk/sicknessabsence/experience.htm ► *Stay-at-Work/Return-to-Work (SAW/RTW) Toolkit*. (The Council of State Governments, 2018.) This resource profiles Washington state SAW/RTW programming on pages 14–16 and other states on page 17. https://www.csg.org/seed_report.pdf					
RETAIN State-Level Project Components and Plans—Overview					
RETAIN project partners ► S@W/R2W Research & RETAIN Demonstration Projects. S@W/R2W Research & RETAIN Demonstration Projects. (Office of Disability and Employment Policy, n.d.) https://www.dol.gov/odep/topics/Stay-at-Work-Return-to-Work.htm	●	●	●		●
RETAIN state-specific project plans—overview ► S@W/R2W Research & RETAIN Demonstration Projects. Grant recipients. (Office of Employment and Disability Policy, n.d.) This web page displays the RETAIN states on a map and includes links to the state RETAIN abstracts. https://www.dol.gov/odep/topics/SAW-RTW/grant-recipents.htm	●	●	●	●	●
Introduction to the role of RTW coordinators ► Return to Work Coordinator Duties in the Workplace. (Advanced Consulting and Training, Ltd., n.d.) This resource describes the duties of a RTW coordinator. https://advancedct.com/return-to-work-coordinator-duties-in-the-workplace/ ► Return to Work Coordinator: Return to Work Roles. Understand the role responsibilities of a return to work coordinator. (WorkSafe Victoria, n.d.) This web page presents a bulleted list of key roles and responsibilities of RTW coordinators. https://www.worksafe.vic.gov.au/return-work-coordinator-return-work-roles ► The Role of the Return to Work Co-ordinator. (WorkCover Tasmania, updated January 2018). This PDF provides a list of functions of RTW coordinators, communication strategies, skills, and attributes; some information is applicable to Tasmanian policies. https://www.workcover.tas.gov.au/__data/assets/pdf_file/0016/400471/GB229-RTW-Coordinator.pdf	●	●	●	●	●

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Introduction to roles of health care providers and health system(s) ▶ *Return to Work: A Foundational Approach to Return to Function*. Executive Summary. (International Association of Industrial Accident Boards and Commissions, Disability Management and Return to Work Committee, 2016.) The roles of caregivers and health systems in RTW are described on page 23. https://www.wcbsask.com/wp-content/uploads/2013/10/Return-to-Work_Foundational-Approach-to-Return-to-Function_Final.pdf ▶ *Stay-at-Work/Return-to-Work Toolkit*. (The Council of State Governments, 2018.) This toolkit discusses the responsibilities of the health care provider on page 23. https://www.csg.org/seed_report.pdf	●	●	●		

Overview of recruitment processes
▶ Recruiting worker participants
  ● Talking About a Return to Work—Conversation Starters. (The Australian Royal College of General Practitioners, n.d.). This one-page document outlines how health care providers can talk with patients about RTW, which may help with recruitment of workers. https://www.tac.vic.gov.au/files-to-move/media/upload/VWA-0808_A4-GP-Messages_V3.pdf
  ● Recruiting Participants for Injury Studies in Emergency Departments. (The UK Burden of Injury Study Group, 2007.) The commentary on page 76 of this article provides some tips for recruiting patients to injury-related studies in the emergency department. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2610591/pdf/75.pdf
▶ Employers
  ● *Stay-at-Work/Return-to-Work Toolkit*. (The Council of State Governments, 2018.) This PDF toolkit describes employer financial incentives on page 12. https://www.csg.org/seed_report.pdf
  ● *Strategic Employer Engagement: Building Dynamic Relationships With Employers in Teen and Young Adult Employment Programs. A Workforce Development Practitioner's Guide*. (The Commonwealth Corporation, 2013.) This 75-page PDF describes how to build relationships with employers, starting on page 25. http://commcorp.org/wp-content/uploads/2016/07/youthworks-resource_strategic-employer-engagement.pdf
  ● Employer Engagement Cohort. (Workforce GPS, 2018.) This web page lists several resources that focus on engaging employers in recruiting, hiring, and training job seeks with disabilities. https://disability.workforcegps.org/resources/2018/11/12/14/43/Employer-Engagement-Cohort
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► Health care providers
  ● A New Way to Engage Physicians. (C. Peden, Institute for Healthcare Improvement; April 25, 2018.) This blog post provides some tips for engaging physicians in projects that can be applied to early SAW/RTW. http://www.ihi.org/communities/blogs/a-new-way-to-engage-physicians
  ● Engaging Primary Care Practices in Studies of Improvement: Did You Budget Enough for Practice Recruitment? (Fagnan et al., 2018; *Annals of Family Medicine*.) This article describes the importance of having sufficient funding to conduct sufficient outreach to recruit clinical practices for large scale quality improvement initiatives. http://www.annfammed.org/content/16/Suppl_1/S72.full.pdf+html					

Best Practices for Stay-at-Work and Return-to-Work—Employers					

Actions and best practices employers can take to facilitate SAW and RTW.
► Overview:
  ● *Stay-at-Work/Return-to-Work Toolkit*. (The Council of State Governments, 2018.) This PDF toolkit describes best practices beginning on page 20. https://www.csg.org/seed_report.pdf
  ● *Stay at Work/Return to Work Best Practices*. (WorkSafe MT, n.d.) This PDF describes the steps in the SAW and RTW processes. https://www.worksafemt.com/media/WSMT_SAW-RTW_Best_Practices.pdf
► Lighter or modified duties:
  ● Employers Guide to Partnering With Disability Employment Services. Workplace Modifications. (Disability Employment Australia.). This web page describes workplace modifications. http://guide.disabilityemployment.org.au/proposing/workplace_modification
► Communicate adjusted job expectations:
  ● Document and Communicate Responsibilities, Goals, and Objectives. Document Job Responsibilities. (University of Minnesota; current as of May 23, 2019.) This web page describes the key elements of job descriptions, performance goals and objectives, and tips for communicating about these. https://humanresources.umn.edu/performance-management/document-communicate-responsibilities-goals-objectives
► Modifications to the worksite
	●	●	●		

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► Finding a good fit between injury and accommodation					
• Job Accommodations. (U.S. Department of Labor, n.d.) This web page describes what job accommodations are and provides links to other job accommodation resources. https://www.dol.gov/general/topic/disability/jobaccommodations					
• A to Z of Disability and Accommodations. (Job Accommodation Network, n.d.) This website offers practical guidance on workplace accommodations and disability employment issues. https://askjan.org/					
• Employers' Practical Guide to Reasonable Accommodation Under the Americans with Disabilities Act (ADA). (Office of Disability and Employment Policy, n.d.) The web page provides employers with a practical guide to and resources on reasonable accommodation under the ADA. https://askjan.org/publications/employers/employers-guide.cfm					
• Searchable Online Accommodation Resource (Job Accommodation Network, n.d.) This online database enables users to explore various accommodations for people with disabilities in work and educational settings. https://askjan.org/soar.cfm					
► Employer strategies to support injured and ill workers					
• External & Internal Communication of Company Policies & Practices. (Employer Assistance and Resource Network on Disability Inclusion, n.d.) This web page describes external and internal communication strategies to help build a disability-inclusive organization. https://www.askearn.org/inclusion-work/external-internal-communication-company-policies-practices/					
• Getting Your Employees Back to Work After an Injury: The Importance of a Return-to-Work Program for Veterinarians and Team Members. (HUB International Midwest Limited, Winter 2012.) This web page describes benefits of helping employees return to work after an injury and program elements. http://www.avmaplit.com/rtw/					
• Early Return to Work: The Early Return to Work (ERTW) Program. (Washington State Department of Labor & Industries, n.d.) This web page offers employer resources for early RTW strategies. http://www.lni.wa.gov/ClaimsIns/Insurance/Injury/LightDuty/Ertw/Default.asp					

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Participant Recruitment and Enrollment—Workers or Patients					
Recruitment processes ► Identification of potentially eligible participants	●	●	●	●	
● Talking About a Return to Work—Conversation Starters. (The Australian Royal College of General Practitioners, n.d.) This one-page document outlines how health care providers can talk with patients about RTW, which may help with recruiting workers. https://www.tac.vic.gov.au/files-to-move/media/upload/VWA-0808_A4-GP-Messages_V3.pdf					
● Recruiting Participants for Injury Studies in Emergency Departments. (The UK Burden of Injury Study Group, 2007) The commentary on page 76 of this article offers some tips for recruiting patients to injury-related studies in the emergency department. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2610591/pdf/75.pdf					
► Screening for eligibility					
► Flow or process through the system					
► Use of care pathways, algorithms, and other tools					
● Recruitment Tools. (Clinical and Translational Science Institute, University of Rochester Medical Center, n.d.) This web page presents approaches and examples of strategies for participant recruitment in medical studies and models. https://www.urmc.rochester.edu/clinical-translational-science-institute/resources/research-subject-recruitment/recruitment-tools.aspx					
● Clinical Decision Support. (Health IT.gov; content last reviewed April 10, 2018) This web page provides an overview of the use of clinical decision support tools in health services. https://www.healthit.gov/topic/safety/clinical-decision-support					
● Clinical Decision Support. (Agency for Healthcare Research and Quality; page last reviewed August 2018.) This web page provides an overview of the importance of clinical decision support and how it can be put into action. https://www.ahrq.gov/professionals/prevention-chronic-care/decision/clinical/index.html					
► Recruitment documentation and forms					

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Communication strategies or information sharing process
► Sample scripts
► Other communication tools
    ● The Best Communication Tools to Increase Your Team Efficiency. (Aston, B., The Digital Project Manager; December 11, 2018.) This web page provides an overview of the 10 best communication tools of 2019 for online communication at work. https://thedigitalprojectmanager.com/best-communication-tools/
► Communicating about the RETAIN project
    ● RETAIN Communication Toolkit. (& Concepts & American Institutes for Research, 2019) The resource at this link, within the RETAINTA.org web page, describes effective communication strategies. https://retainta.org/course/view.php?id=5#section-2
► Communicating about SAW and RTW
    ● Stay at Work/Return to Work. (Employer Assistance and Resource Network of Disability Inclusion, n.d.) This web page describes principles of SAW and RTW, including a list of employer processes and policies. https://www.askearn.org/topics/retention-advancement/stay-at-work-return-to-work/
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Process for assessing and/or screening for employee risk of leaving the workforce: screening tool and/or interview process ► Besen, E., Young, A. E., & Shaw, W. S. (2015). Returning to work following low back pain: Towards a model of individual psychosocial factors. *Journal of Occupational Rehabilitation, 25*, 25–37. ► A clinical return-to-work rule for patients with back pain. (Dionne, Bourbonnais, Frémont, Rossignol, Stock, & Isabelle Larocque, 2005.) This study used predictive modeling to identify workers with back pain who were at risk of an adverse occupational outcome. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC558170/pdf/20050607s00025p1559.pdf ► Katzan, I. L., Thompson, N. R., George, S. Z., Passek, S., Frost, F., & Stilphen, M. (2018). The use of STarT back screening tool to predict functional disability outcomes in patients receiving physical therapy for low back pain. *The Spine Journal, S1529–9430*(18), 31158-6. doi:10.1016/j.spinee.2018.10.002. [Epub ahead of print] ► Linton, S. J., Nicholas, & M., MacDonald, S. (2011). Development of a short form of the Örebro Musculoskeletal Pain Screening Questionnaire. *Spine, 36*, 1891–1895. doi:10.1097/BRS.0b013e3181f8f775					

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▶ Noonan, J., & Wagner, S. L. (2010). A biopsychosocial perspective on the management of work-related musculoskeletal disorders. *American Association of Occupational Health Nurses Journal, 58*(3), 105–114. ▶ Schultz, I. Z., Crook, J., Meloche, G. R., Berkowitz, J., Milner, R., Zuberbier, O. A., & Meloche, W. (2004). Psychosocial factors predictive of occupational low back disability: Towards development of a return-to-work model. *Pain, 107*(1–2), 77–85. ▶ Shaw, W. S., Reme, S. E., Pransky, G., Woiszwillo, M. J., Steenstra, I. A., & Linton, S. J. (2013). *Journal of Occupational and Environmental Medicine, 55*(8), 885–894. ▶ Waddell, G., Newton, M., Henderson, I, Somerville, D., & Main, C. J. (1993). A fear-avoidance beliefs questionnaire (FABQ) and the role of fear-avoidance beliefs in chronic low back pain and disability. *Pain, 52*(2), 157–68.					
Enrollment in the RETAIN project—processes This section should be specific to the procedures of your project.	●	●	●	●	
Informed-consent processes ▶ Informed Consent in Human Subjects Research. (Office for the Protection of Research Subjects, 2017.) This PDF defines informed consent and describes the related processes and elements. https://oprs.usc.edu/files/2017/04/Informed-Consent-Booklet-4.4.13.pdf ▶ How to Consent. (University of California, Irvine, Office of Research). This web page describes the informed-consent process in detail. https://research.uci.edu/compliance/human-research-protections/researchers/how-to-consent.html		●	●		
Best Practices for Health Care Providers and Organizations					
Health care provider incentives and billing codes ▶ COHE Program Fee Schedule. (Center of Occupational Health & Education, 2018). https://www.gocohe.com/uploadedFiles/Program_Resources/Updated_COHE_Forms/E_WA_COHE_Forms/COHE%20Fee%20Schedule%20(2018-2019).pdf		●	●	●	
Best practices in occupation health: ▶ 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. (Wickizer et al., 2017. *Medical Care, 56*(12), 1018–23.) https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6250293/pdf/mlr-56-1018.pdf		●	●		

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► Transition Back to Work: Policies to Support Return to Work After Illness or Injury. (IMPAQ International, LLC; August 31, 2017). This PDF report discusses policies to support RTW after illness or injury. https://www.dol.gov/odep/topics/pdf/PAP_Transition%20Back%20to%20Work%20FINAL_2017-09-07.pdf					
► Instructions for Completing the Employer Report of Injury/Illness (LWC-WC-1007). (Louisiana Workforce Commission, The Department of Labor, n.d.). This web page provides instructions for completing the employer report of injury/illness. http://www.laworks.net/WorkersComp/RecordsManagement/OWC_dsform1007.asp					
► Return-to-Work Best Practices. (Carruthers, M., International Risk Management Institute, Inc., August 2014). This online commentary describes return-to-work best practices. https://www.irmi.com/articles/expert-commentary/return-to-work-best-practices					
► A to Z of Disability and Accommodations. (Job Accommodation Network, n.d.). This website provides guidance on workplace accommodations and disability employment issues. https://askjan.org/index.cfm					
Best practices in pain management		●			
► This web page provides a link to Dr. Maja Jurisic's podcast on pain management, hosted by RETAIN TA. https://retainta.org/mod/folder/view.php?id=59					
Motivational interviewing and health coaching skills		●	●		
► CCNC Motivational Interviewing (MI) Resource Guide. (Community Care of North Carolina, n.d.) This 68-page PDF describes motivational interviewing and describes how to apply the concepts in practice. It presents specific examples and questions to ask. https://www.communitycarenc.org/media/files/mi-guide.pdf					
► These two short, motivational interviewing videos demonstrate an ineffective communication style and the application of motivational interviewing techniques and skills.					
• MerloLab. (2009). The Ineffective Physician: Non-motivational Approach (5:10 minutes): https://www.youtube.com/watch?v=80XyNE89eCs					
• MerloLab. (2009). The Effective Physician: Motivational Interviewing Demonstration (6:32 minutes): https://www.youtube.com/watch?v=URiKA7CKtfc					
► Vocational Rehabilitation Counselors' Use of Evidenced-Based Practices Involving Motivational Interviewing webcast hosted by AIR's Center on Knowledge Translation for Disability & Rehabilitation Research. https://ktdrr.org/training/webcasts/webcast18/					

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Best practices in implementation strategies ► What Drives Change? Barriers to and Incentives for Achieving Evidence-Based Practice. (Grol & Wensing, 2004). This article describes models for incentivizing practice change. http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1029.654&rep=rep1&type=pdf		●	●	●	
Return-to-Work or Health Systems Coordinator Roles and Strategies					
Care coordination and case coordination: Approaches, strategies, project-specific processes ► The Role of the Care Coordinator in Providing Integrated Care for Safety-Net Populations. (Avery, M., California Institute for Behavioral Health Solutions, 2014.) This article describes care management and care coordination as well as application of the Chronic Care Model. https://www.cibhs.org/sites/main/files/file-attachments/5_role_of_the_care_coordinator_paper.pdf ► Definitions of Care Coordination and Related Terms. Closing the Quality Gap: A Critical Analysis of Quality Improvement Strategies (Vol. 7: Care Coordination). Technical Reviews, No. 9.7. (McDonald et al., June 2007, Agency for Healthcare Research and Quality.) This online book chapter describes care coordination. https://www.ncbi.nlm.nih.gov/books/NBK44012/		●	●		
Continuous Quality Improvement					
Application of performance improvement strategies, such as Plan-Do-Study-Act (PDSA) and Lean Six Sigma ► Continuous Quality Improvement (CQI) Strategies to Optimize Your Practice: Primer. (National Learning Consortium, April 2013.) This resource highlights and provides a summary of strategies for CQI, including PDSA, Lean, and Six Sigma. https://www.healthit.gov/sites/default/files/tools/nlc_continuousqualityimprovementprimer.pdf ► Model for Improvement: Plan-Do-Study-Act (PDSA) Cycles. (n.d.). This PDF provides a PDSA cycle template for planning and documenting progress with tests of change conducted as components of performance improvement projects. https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/downloads/PDSACycledebedits.pdf ► Many Lean Six Sigma certification courses exist. We don't endorse any specifically, although this link gives an overview of the approach: A Brief Introduction to Lean, Six Sigma And Lean Six Sigma. (Grey Campus, n.d.) https://www.greycampus.com/blog/quality-management/a-brief-introduction-to-lean-and-six-sigma-and-lean-six-sigma	●			●	

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Evaluation and monitoring plan ► CDC Evaluation Documents, Workbooks and Tools. Evaluation Development Tools. (Program Performance and Evaluation Office, Centers for Disease Control & Prevention; page last reviewed November 15, 2016.) This web page provides tools for planning and conducting an evaluation and links to various evaluation toolkits. https://www.cdc.gov/eval/tools/developmenttools/index.html ► A Step by Step Guide to Evaluation and Monitoring. (School of Geography and the Environment, UK, 2014.) This how-to guide offers suggestions for conducting monitoring and evaluation in community-based activities. https://www.geog.ox.ac.uk/research/technologies/projects/mesc/guide-to-monitoring-and-evaluation-v1-march2014.pdf ► Monitoring and Evaluation Plans. (UN Women; last edited October 31, 2010.) This web page presents an overview of evaluation and monitoring plans, plus tips for developing them. http://www.endvawnow.org/en/articles/337-monitoring-and-evaluation-plans.html	●	●	●	●	
Data collection for monitoring, tracking, evaluation, and performance improvement ► Data elements ► Data collection processes ► Documentation and reporting ► Data security	●	●	●	●	
Data sharing, data security, Health Insurance Portability and Accountability Act (HIPAA), informed consent ► *HIPAA Basics in RETAIN*; webinar held on March 5, 2019. RETAIN TA Moodle website. https://retainta.org/mod/folder/view.php?id=51 ► HIPAA Basics for Providers: Privacy, Security, and Breach Notification Rules. (Medicare Learning Network ICN 909001, Centers for Medicare & Medicaid Services, 2018). This eight-page fact sheet describes the essentials of HIPAA. https://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNProducts/Downloads/HIPAAPrivacyandSecurity.pdf ► HIPAA Basics: Privacy and Security. (HealthIT.gov., 2018.) This web page describes HIPAA and provides links to information about HIPAA for consumers, providers, and regulators. https://www.healthit.gov/topic/privacy-security-and-hipaa/hipaa-basics	●	●	●	●	●

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Advanced Consulting and Training Ltd. (n.d.). Return to Work coordinator duties in the Workplace. Ottawa, Ontario, Canada: Author. Retrieved from https://advancedct.com/return-to-work-coordinator-duties-in-the-workplace/

Agency for Healthcare Research and Quality. (2018). Clinical decision support. Rockville, MD: Author. Retrieved from https://www.ahrq.gov/professionals/prevention-chronic-care/decision/clinical/index.html

Ashley, J., Cashdollar, W., Etcheverry, R., & Magill, K. (2017). *Transition back to work: Policies to support Return to Work after Illness or Injury.* Columbia, MD: IMPAQ International. Retrieved from https://www.dol.gov/odep/topics/pdf/PAP_Transition%20Back%20to%20Work%20FINAL_2017-09-07.pdf

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Barnett, K., Chiveralls, K., Hordacre, A. L., & Spoehr, J. (2011). *Coordination works: Understanding rehabilitation and Return to Work coordinators in South Australia: A case study report.* Adelaide, Australia: Australian Institute for Social Research, University of Adelaide. Retrieved from https://www.rtwsa.com/__data/assets/pdf_file/0011/31601/Understanding-return-to-work-coordinators-in-South-Australia-a-case-study.pdf

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Center of Occupational Health & Education. (2018). COHE program fee schedule. Spokane, WA: Author. Retrieved from https://www.gocohe.com/uploadedFiles/Program_Resources/Updated_COHE_Forms/E_WA_COHE_Forms/COHE%20Fee%20Schedule%20(2018-2019).pdf

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Christian, J., Wickizer, T., & Burton, K. (2019). *Implementing a community-focused health and work service (HWS)*. Washington, DC: Fiscal Institute, Committee for a Responsible Federal Budget. Retrieved from http://www.crfb.org/sites/default/files/Implementing_a_Community-Focused_HWS.pdf

Christian, J., Wickizer, T., & Burton, K. (2019). Technical appendix: Creating and launching a community-focused health and work service. Washington, DC: Fiscal Institute, Committee for a Responsible Federal Budget. Retrieved from http://www.crfb.org/sites/default/files/Community-Focused_HWS_Technical_Appendix.pdf

Commonwealth Corporation. (2013). *Strategic employer engagement: Building dynamic relationships with employers in teen and young adult employment programs. A workforce development practitioner's guide*. Boston, MA: Author. Retrieved from http://commcorp.org/wp-content/uploads/2016/07/youthworks-resource_strategic-employer-engagement.pdf

Community Health of North Carolina. (n.d.). *CCNC motivational interviewing (MI) resource guide.* Raleigh, NC: Community Care of North Carolina. Retrieved from https://www.communitycarenc.org/media/files/mi-guide.pdf

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