

RETAIN Strategic Partnerships - Community of Practice (CoP)

SAW/RTW Recruitment: An All Hands-on Deck Operation

Facilitator/Subject Matter Expert (SME): Joseph M. Ashley, RhD, CRC

Thursday, October 31, 2019 at 3:00 p.m.-4:00 p.m. ET

Description

SAW/RTW Recruitment: An All Hands-on Deck Operation is the next CoP session in the Strategic Partnerships CoP series. Led by Joseph M. Ashley will focus on SAW/RTW participant recruitment. Recruitment of RETAIN participants can be a challenge for a new project and is often an “All Hands on Deck” operation. Dr. Ashley will focus on the role of leadership in engaging stakeholders in the recruitment process. We will consider the process from the standpoint of participant recruitment, referral sources and information flow while considering roles state leadership teams and strategic partners can play.

Introductions and share one key area of interest to you regarding employer engagement? The following are some of the key areas of interests expressed by states regarding employer engagement:

- Innovative ways to recruit patients that have non-occupational injuries.
- Understanding reasons as to why participants resist joining.
- Lessons learned and strategies in recruiting in-work comp patients to participate in RETAIN.
- Building recruitment pipeline with businesses and how to we get their buy-in.
- Effective ways to engage providers.
- Effective communication practices to maintain contact with participants in very rural areas.
- Challenges around prospective participant reluctance to share required information such as social security numbers and other personal information needed for Pilot.

Building the Case for Stakeholder Engagement

Work Related and Non-Work-Related Injuries - Dr. Ashley

- The National Safety Council estimated that 4 million non-fatal work-related injuries occurred in 2014 alone. That number goes up to 14 million when considering off the job injuries and illnesses. Timely, coordinated, and effective care can be built through RETAIN local pilots, which can help these individuals maintain work in the workplace.
- One challenge is a time imperative, especially when it comes to helping strategic partners understand that time imperative. For example, the likelihood of an individual RTW drops significantly after six months of absence.
- It is important that partners understand the scope of the need for RETAIN services and that partners understand the urgency around the time imperative.
- These must be kept in mind when working with partners.

Strategic Stakeholder Engagement in Recruitment: Focus Questions with Dr. Ashley

How are stakeholders kept informed about RETAIN recruitment efforts?

- Targeting is important – States need to develop targeted information and identify the decision makers, which includes finding out if the supervisors are supportive of the process. Use the

decision makers to help you in the recruitment process. To do this, you will need to think through what it is going to take to get the decision makers more involved in the process.

- Use any kind of success stories you have. Putting a face on the need when talking to strategic partners can help connect with the heart to motivate continued engagement.
- Using stakeholder language is important – talk to businesses in a way that makes sense to them, using their terminology (example of LEAN process as related to accommodations).
- When reaching out to engage folks' participation or buy-in, you have to make sure the right data is going out and is of value/interest to your partners mission. You also have to make sure that everybody has a stake in this process, including all of your strategic partners.
- Engage strategic stakeholders in thinking through recruitment problems with you, which also helps bring in different perspectives and solutions.

How are partners' shared-interests connected to referrals and recruitment?

- When looking at the referral process, you should be looking at both the state level and local level teams to see what assistance they can provide.
- Assess your strategic partners in ways that identify their strengths.
- When talking to people across your strategic partnerships, find out who is the right person that can assist in referrals/recruitment. This is crucial when making your pitch, which also requires developing the right message to engage their interest.

How can information about the referral and recruitment flow process be used to engage key stakeholders?

- Right time, right place, right treatment concept, the early intervention is the focus here. The care coordination that the RTW coordinators can provide is a huge incentive. Trying to figure out how that fits into other organizations' needs is critical.
- Figuring out the information flow is important – what is it going to take to get somebody into your program (i.e., level of requirements for research purposes). What's going to create the trust to ensure people are going to be comfortable.
- Making sure there are similar goals in place to produce better coordination.
- Set up communication loops and briefings. Have systems in place to track and communicate referrals. When you start getting people to build up your program, this kind of information sharing can increase the number of referrals you receive. Success stories are also important here.

Are stakeholder roles and responsibilities delineated?

- All hands-on deck – Make sure you have a role for everybody in your team, including state and local teams. Make sure your team members understand how they can be helpful in the recruitment effort. Also make sure your strategic partners have a role for you.
- Pain point issues – if you have an issue that you have identified, is there someone on your Leadership Team that has a contact with someone else that can help you resolve the issue.
- Plan of action is key and should include leadership teams and partner assignment/requests.
- Meet with partner leadership to obtain support and access. Finding people that can help you find new populations to reach out to. Think about who can open that door for you.

- Pulling a team together to look at system gaps and alignment. Pull together all the partners you have for a systems alignment and gap analysis meeting. Sometimes it will take more than one meeting.
 - State – everything shared today resonated. Critical to our creative resource team model approach is by pulling in resources and partners so that you are always staying connected. Agreed upon communication and ensuring that all partners are informed is critical for accountability. Mapping out services and resources we have found to be critical, especially when meeting with new partners. Success stories are also critical. Sometimes with stakeholders it is that first success that really starts getting the train moving.