



RETAIN Community of Practice

October 31, 2019

RETAIN

Retaining Employment and Talent After
Injury/Illness Network

 **AIR**[®]
AMERICAN INSTITUTES FOR RESEARCH[®]


ODEP
Office of Disability
Employment Policy

SAW/RTW RECRUITMENT: AN ALL HANDS ON DECK OPERATION

Dr. Joseph Ashley, RhD, CRC

RETAIN

Retaining Employment and Talent After Injury/Illness
Network

How to participate

- Attendees are to mute and unmute their phones to interact verbally.
- You can also submit questions in the question box at any time during the CoP discussion.
- If you have a question, raise your hand by using this
- feature.



Welcome and Introductions

Please state

Your Name:

Your State:

Role:

Share one key area of interest regarding partner/stakeholder engagement in participant recruitment?

Retain Community of Practice Objectives

- **Build a shared understanding of requirements, national context, and common challenges** related to implementation of RETAIN Initiative.
- **Identify promising practices, innovative solutions, and tools and resources** from peer states and technical assistance providers to support States in implementation of RETAIN Stay at Work and Return to Work objectives.
- **Support states in defining specific action steps** to address challenges and needs discussed during the CoP sessions.
- **Develop peer to peer networking, support and inform RETAIN TA activities and resource development.**

Norms for Interaction

- Be Present
- Share the Air
- Assume Goodwill
- Respect What Is Shared
- Embrace Productive Disequilibrium
- Learning Culture



*“Coming together is a beginning.
Keeping together is progress.
Working together is success.”*

- Edward Everett Hale

Community of Practice Agenda

1. Stakeholder Engagement in Recruitment
2. Self-reflection: Where is my agency now?
3. Focus Questions
4. Resource sharing
5. Debrief and next steps

*“Communities of practice
are groups of people who share a
common interest, concern or a passion
for something they do
and learn how to do it better
as they interact regularly.”*

– adapted from Etienne and Beverly Wenger-Trayner, 2015[1]

¹Wenger, E and Trayner, B. (2015). Introduction to communities of practice: A brief overview of the concept and its uses. Retrieved from <https://wenger-trayner.com/introduction-to-communities-of-practice/>

Meet Today's Presenter:

Dr. Joseph M. Ashley, RhD, CRC

- Assistant Commissioner with the Virginia Department for Aging and Rehabilitative Services for 25 years.
- His passion is program and service development that creates opportunities for individuals with disabilities to live and work in their community.
- Extensive experience in leadership roles in cross-program, cross-system work groups and grants at state and local levels.

*Building a Case for
Stakeholder Engagement
in Recruitment*

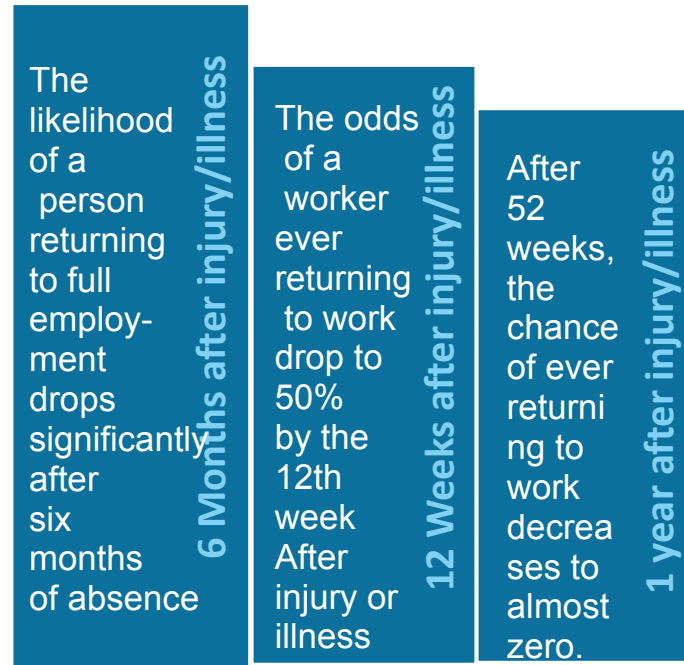
Work Related and Non-Work Related Injuries and Illnesses

- Each year millions of American workers leave the workforce after experiencing an injury or illness, according to the U. S. Department of Labor's (DOL) Office of Disability Employment Policy (ODEP).
- The National Safety Council (NSC) estimates that 14 million nonfatal, off the job injuries and illnesses requiring medical attention occurred in 2014.
- The NSC estimates that there were more than 4 million nonfatal work related injuries and illnesses in 2014 alone.
- Many injured or ill workers could remain in their jobs or the workforce if they received timely, coordinated, effective supports and services as part of SAW/RTW programs.

“Right time, Right place, Right treatment”¹

The Challenge:

How to help strategic partners understand the time imperative.



Self-Reflection

*We do not learn from experience...
we learn from reflecting on experience.*

John Dewey (1933)

Where is my Agency now?

The RETAIN State Leadership Team is designed to work as a partnership with key STATE LEVEL stakeholders. Consider the overall level of stakeholder engagement and buy-in in your RETAIN SAW/RTW Initiative.

How would you describe your State Level Partnership Team?

- Developing:** currently identifying and refining strategies and effective practices.
- Intermediate:** identified and implementing strategies and effective practices, but seeking to make adjustments and exploring innovative ways to improve.
- Advanced:** implementing strategies and effective practices with evidence of success.

Where is my Agency now?

The RETAIN State Leadership Team is also designed to work as a partnership with key stakeholders at the LOCAL level. Consider the overall level of stakeholder engagement and buy-in in your RETAIN SAW/RTW Initiative?

How would you describe your Local Level Partnership Team?

- Developing:** currently identifying and refining strategies and effective practices
- Intermediate:** identified and implementing strategies and effective practices, but seeking to make adjustments and exploring innovative ways to improve
- Advanced:** implementing strategies and effective practices with evidence of success

Strategic Stakeholder Engagement in Recruitment

Focus Questions

How are stakeholders kept informed about RETAIN recruitment efforts?

- Compile targeted information to approach strategic partners and decision makers that can make a difference in referrals and recruitment.
- Educate stakeholders on the costs and benefit of SAW/RTW programs.
- Know and use stakeholder language.
- Implement routine education and training as an engagement strategy to reinforce stakeholder participation.
- Communicate implementation successes and challenges. Provide positive feedback or ask for help solving a problem.

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

- Identify key stakeholders that can assist/enhance referral and recruitment efforts.
- Determine best partner or project staff to deliver the targeted information.
- Provide updates using information/data that is important to your stakeholder.
- Answer questions about project purpose, referrals and recruitment.

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

- Focus on early intervention: right time, right place and right treatment, coordinated care and coordinated delivery system.
- Identify information requirements and timelines for all partners.
- Develop strategies for information sharing across clinical care.
- Use a positive referral process and provide acknowledgement of referral and feedback to referral source.
- Consider briefings or other communication loops.

Are stakeholder roles and responsibilities delineated?

- Identify how State Leadership Team members and other strategic partners can assist in the referral and recruitment effort.
- Determine “Pain Points” and action steps to support the referral and recruitment process.
- Clearly define the roles and responsibilities with stakeholders in supporting the referral and recruitment process.
- Develop a plan of action including leadership team and partner assignments/requests.
- Meet with partner leadership to obtain support and access.

How are you cultivating champions for RETAIN?

- Cultivate champions within work force development and other key partners critical to success in promoting referrals and recruitment.
- Identify clinical champions in partner organizations, recognizing their central role in healthcare delivery and SAW/RTW.
- Look for individuals with passion for the project outcomes, or worker retention.

Key Takeaways

- What did you hear that provoked your thinking?
- What might you consider acting upon?
- What are the next steps you will take?
- Any remaining questions or needs that you would like follow-up on?



Your feedback is important to us!

Please take a moment to complete the following survey:

<https://www.surveymonkey.com/r/TG2DX7H>

- What topics are you interested in for future TA supports?
- What type TA resources do you need ?
Webinars, CoPs, SME consultation, podcasts, guides, templates, tools, other resources.

Thank you!

Please contact your State TA Liaison if you have any unanswered questions.

References:

Stay-At-Work/Return-To-Work Toolkit from The Council of State Governments.

- *This Toolkit was funded by the U.S. Department of Labor, Office of Disability Employment Policy's State Exchange on Employment & Disability (SEED) in its efforts to foster a nationwide workforce more inclusive of people with disabilities.*

COHE Policy Action Paper

- Sung, D., Lore, H., Magill, K. (ed.) (2017). 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. For SAW/RTW Policy Collaborative, U.S. Department of Labor, Office of Disability Employment Policy, IMPAQ International, LLC.

Transition Policy Action Paper

- Ashley, J., Cashdollar, W., Etcheverry, R., and Magill, K. (ed.) (2017). Transition Back to Work: Policies to Support Return to Work after Illness or Injury. For SAW/RTW Policy Collaborative, U.S. Department of Labor, Office of Disability Employment Policy, IMPAQ International, LLC.

Citation:

¹ U.S. Department of Labor's Office of Disability Employment Policy's (ODEP's) Stay-at-Work/Return-to-Work (SAW/RTW) Policy Collaborative Newsletter: *What States Can Do to Engage Employers in SAW/RTW Programs*, September 19, 2017. Retrieved at https://www.dol.gov/odep/topics/pdf/Engaging_Employers_Final_2017-09-19.pdf

² Dewey, John. How we think. [released 2011] retrieved at <https://www.gutenberg.org/files/37423/37423-h/37423-h.htm>