RETAIN Virtual Annual Convening

November 2–4, 2021 Day 1

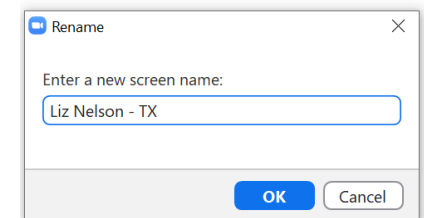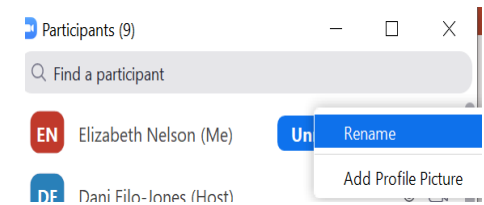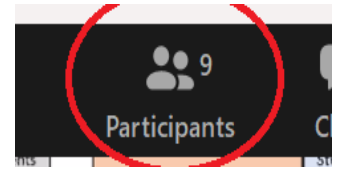**RETAIN** | Retaining Employment and Talent After Injury/Illness Network

◆AIR®

ODEP Office of Disability Employment Policy

How to Participate

- Chat box and email:
  - Use the chat box throughout the session to comment and communicate any tech problems. Raise your hand and we will call on you. Lower your hand after you have been called on.
  - You also can communicate by email at RETAINTA@air.org.

- Other helpful Zoom features:
  - To access closed captioning, click on the CC button on your Zoom Control Panel.
  - To add your state abbreviation to your name, find your name under "Participants," click "More" beside your name, and select "Rename."

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Disclaimer

This event is conducted by the American Institutes for Research for the U.S. Department of Labor (DOL) Office of Disability Employment Policy and Retaining Employment and Talent After Injury/Illness Network (RETAIN) state grantees, under DOL Contract Number 1605DC-18-F-00429. The views expressed are those of the authors and should not be attributed to DOL, nor does mention of trade names, commercial products, or organizations imply endorsement of same by the U.S. Government.

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Virtual Meeting/Conference Recording Notice

The American Institutes for Research (AIR) enables the recording of audio, visuals, participants, and other information sent, verbalized, or used during business-related meetings. By joining a meeting, you automatically consent to such recordings. Any participant who prefers to participate via audio only should disable their video camera so that only their audio will be captured. Video and/or audio recordings of any AIR session shall not be transmitted to an external third party without permission.

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Welcome and Opening Remarks

RETAIN | Retaining Employment and Talent After Injury/Illness Network

U.S. Department of Labor, Office of Disability Employment Policy (ODEP) Leadership

- Jennifer Sheehy
  Deputy Assistant Secretary, ODEP

- Taryn Williams
  Assistant Secretary, ODEP

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Overview and Objectives

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Overview and Objectives

The purpose of the 2021 Retaining Employment and Talent After Injury/Illness Network (RETAIN) virtual annual convening is for RETAIN Phase 2 states to

- Collaboratively share information about RETAIN programs;

- Learn and enhance state team knowledge on stay-at-work (SAW)/return-to-work (RTW) from subject matter experts and through peer-to-peer exchanges; and

- Learn from each other's experiences.

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Icebreaker

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

Participant Voice: Highlighting the Voice and Experience of Former SAW/RTW Participants

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Introcudtions

- **Panelist**
William "Bill" Robinson
Director of Michigan
Bureau of Services for Blind
Persons, State of Michigan

- **Panelist**
Timothy Moore,
RETAIN Phase 1 Participant
RETAIN OHIO

- **Moderator**
Tonia Peterson, MA, LPC, CRC, OTR/L,
Program Manager,
Michigan Rehabilitation Services,
Business Network, Department of
Labor and Economic Opportunity

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Tonia Peterson

RETAIN | Retaining Employment and Talent After Injury/Illness Network

You know my name
not my story.

You've heard what
I have done
not what I have
been through...

"People do not care how much you know until they know how much you care."

Same Language

Effective: Something that is **effective** works well and produces the results that were intended.

Translate: To put into a different language or interpret …

Language: A system of communication used by a particular country or community {profession}.

Review of SAW/RTW TOOLS

- Collaboration With Vocational Rehabilitation Partners

- Job Coaching

- Job/Task Analysis

- Updated Job Description

- Motivational Interviewing

- Americans with Disabilities Act/Reasonable Accommodations

- Speaking the Same Language

- Therapeutic Use of "Self"

- Worksite Evaluation

RETAIN | Retaining Employment and Talent After Injury/Illness Network

"How do you change the world? One room at a time. Which room? The one you are in."

Peter Block

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Contact Information

- Tonia Peterson, Program Manager

  petersont2@Michigan.gov

- Michigan Rehabilitation Services

  Business Network Division

  1-248-633-3689

Questions and Open Discussion

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Break

1:20–1:35 p.m. ET

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Cultural Competency and Inclusivity in RETAIN Services

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Introductions

- **Presenter**
  Melanie Hart, JD, MA,
  Senior Vice President for Equity, Inclusion,
  and Social Justice and Chief Diversity
  Officer, The New School

- **Moderator**
  Kirsten Firminger, PhD,
  State Liaison, RETAIN TA and
  Senior Researcher,
  American Institutes for Research (AIR)

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

AS YOU ENTER INTO POSITIONS OF TRUST AND POWER, DREAM A LITTLE BEFORE YOU THINK.

- Toni Morrison

Introduction and Agenda

- Introduction
  - Managing expectations
  - Trigger warnings
  - Empathy Gap

- Agenda
  - Two defining questions
  - Deeper dive
  - Q&A

What are key elements to cultural competency?

- Self awareness
- Deserving versus undeserving
- Intersectional identities
- Representation with shared governance

What practices may be impactful to ensure an inclusive project?

- Create access versus availability

- Build, lead, and manage through inclusion and equity

- Ensure the quality of relationships

- Respect spheres of influence

- Measure for outcomes and impact

NOT EVERYTHING THAT IS FACED CAN BE CHANGED, BUT NOTHING CAN BE CHANGED UNTIL IT IS FACED.

- James Baldwin

Questions and Open Discussion

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Role-Based Discussion Groups—Share Out Themes

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Breakout Sessions

- Return-to-Work Coordinators (RTWCs), Nurse Navigators; Facilitator: Wehmah Jones

- Workforce Representatives (other than RTWCs); Facilitator: Joe Ashley, Subject Matter Expert (SME)

- Medical Partners; Facilitator: Julie Jacobson Vann

- State Directors; Facilitator: Derek Shields

- Evaluation Liaisons/Technical Assistance (TA) Liaisons; Facilitators: Kirsten Firminger, Christina Jones

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Share Out

Themes

Thoughts

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Break

3:00–3:15 p.m. ET

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Continuous Quality Improvement (CQI): Considerations for RETAIN Models

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Introductions

- **Panelist**
  Samia Amin, MPP,
  Managing Researcher
  and Director,
  Workforce Development, AIR

- **Panelist**
  Larry Mandelkehr, MBA,
  CPHQ, Executive Director,
  Hospital Quality and
  Innovation,
  University of North Carolina
  Health Care System

- **Moderator**
  Mona Kilany, PhD,
  Deputy Director,
  RETAIN TA

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

Continuous Improvement in Workforce Programs

Samia Amin

Managing Director, Workforce Policy and Programs

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

Continuous Improvement (CI) in Labor Programs

- Ongoing improvement of products, services, or processes through incremental and breakthrough improvements.

- Recent CI efforts in labor programs leverage
  - rapid cycle learning,
  - behavioral insights, and
  - Experiments.

RETAIN | Retaining Employment and Talent After Injury/Illness Network
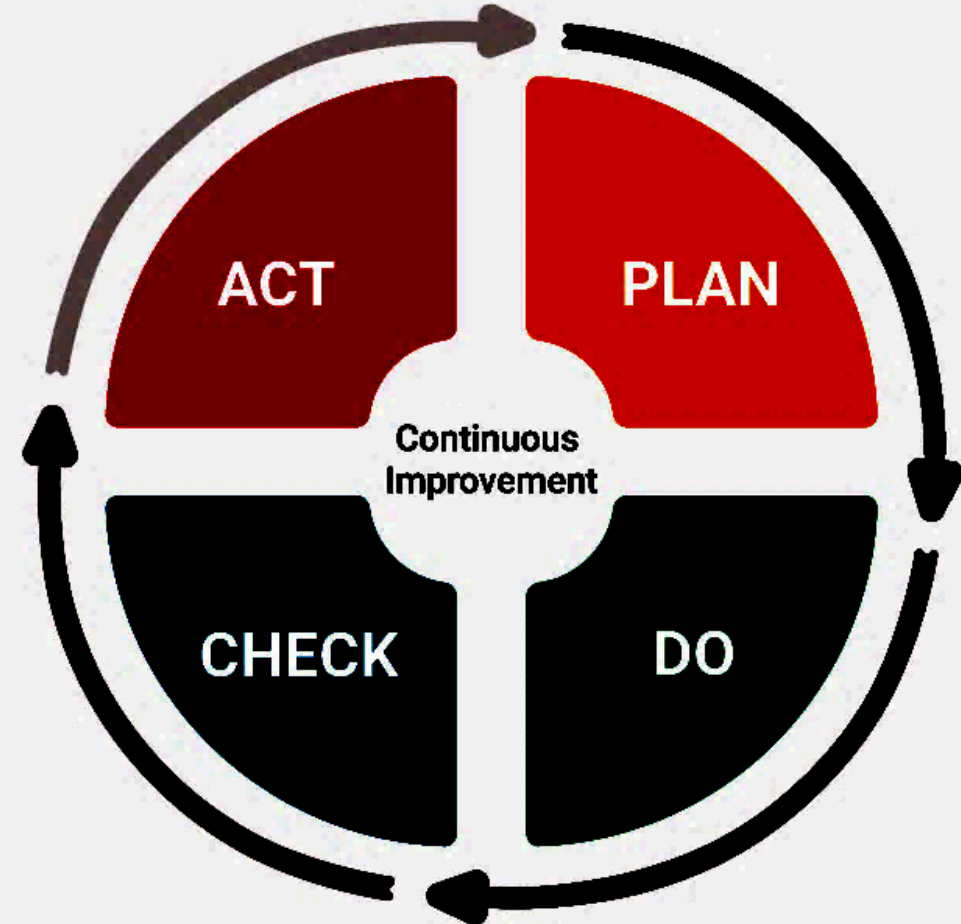
Continuous Improvement and Rapid Cycle Learning

- A process in which practitioners and researchers collaborate to surface **actionable evidence** for iterative improvements of programs, practices, or policies.

- Partner to identify **urgent problems, co-design** potential solutions ("interventions").

- Leverage and use **existing data** and research methods to learn fast and **iterate on solutions**.

RETAIN | Retaining Employment and Talent After Injury/Illness Network
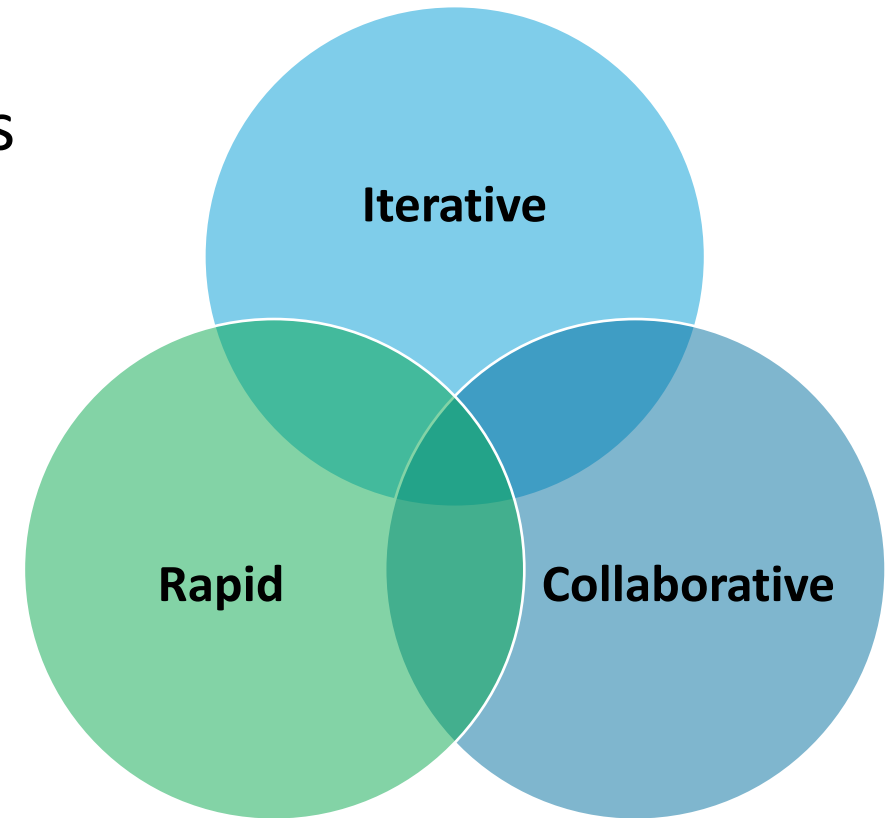
Continuous Improvement & Behavioral Science

CI in Practice

Improving Participation in Labor Programs

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

DOL TRIAL TO INCREASE TAKE-UP OF REA PROGRAM IN MICHIGAN

Low take-up of REA despite proven success at increasing job placement and reducing Unemployment Insurance (UI) claims duration

NOTICE TO INDIVIDUALS RECEIVING UNEMPLOYMENT INSURANCE (UI) BENEFITS

You are required to meet active work search requirements to receive unemployment insurance (UI) benefits. Michigan is required to provide reemployment services and in-person reemployment and eligibility assessments (REA) to claimants.

If you fail to schedule your mandatory REA appointment, do not report for your mandatory REA appointment, do not provide a complete work search record or do not participate in all the REA services being provided, your UI benefits will stop.

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Initial Encouragement Email

{Dear Firstname}

Hi, I'm Darlene at Michigan Works! Southwest. Soon you will receive a letter from the Unemployment Insurance Agency asking you to schedule a Reemployment and Eligibility Assessment within 14 days. The Michigan Unemployment Insurance Agency requires your participation in REA to continue unemployment benefits, but we at Michigan Works! Southwest view REA as an opportunity to help you get back to work.

Please call me at 269-488-7619 for Kalamazoo, 269-592-2049 for Three Rivers, or 877-256-8294 for Branch and Calhoun counties (whichever office is more convenient for you) as soon as possible to schedule your Reemployment and Eligibility Assessment.

We will work with you one-on-one to help you get reemployed in a good job. We can provide a variety of effective reemployment services at no cost to you. All our services are always provided free. We look forward to meeting you soon.

Sincerely
Darlene, REA Coordinator

MICHIGAN WORKS! ® Southwest
Branch, Calhoun, Kalamazoo & St. Joseph Counties

Uses a personal and empathetic tone

Provides a clear deadline

Emphasizes benefits of participation

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Initial Encouragement Email (continued)

What to Do Next:

Clearly lists next steps

1. Call me today at 269-488-7619 (Kalamazoo), 269-592-2049 (Three Rivers), or 877-256-8294 (Branch and Calhoun) to schedule your REA appointment. I can be reached during regular business hours, Monday through Friday.

2. Bring the following materials to your appointment:
   o Your government issues photo identification.
   o Your recent monthly record of work search (UIA form 1583).
   o Your resume (if you don't have one, we can help you write one).

3. Come to your appointment at one of the following locations (click the link for addresses):

   Michigan Works! Kalamazoo
   Michigan Works! Three Rivers
   Michigan Works! Branch County
   Michigan Works! Calhoun County

More Details about Michigan Works! REA:

Includes more information on what to expect

Our new reemployment services program for REA participants is designed to help easily satisfy your job search requirements and make sure your unemployment benefits are not interrupted. You will meet one-on-one with an experienced reemployment services counselor to review your continued eligibility for UI benefits, discuss your recent job search efforts, and develop a personalized reemployment strategy using variety of employment services available at Michigan Works! Southwest.

RETAIN | Retaining Employment and Talent After Injury/Illness Network

42

14
completions

15
scheduling
appointments
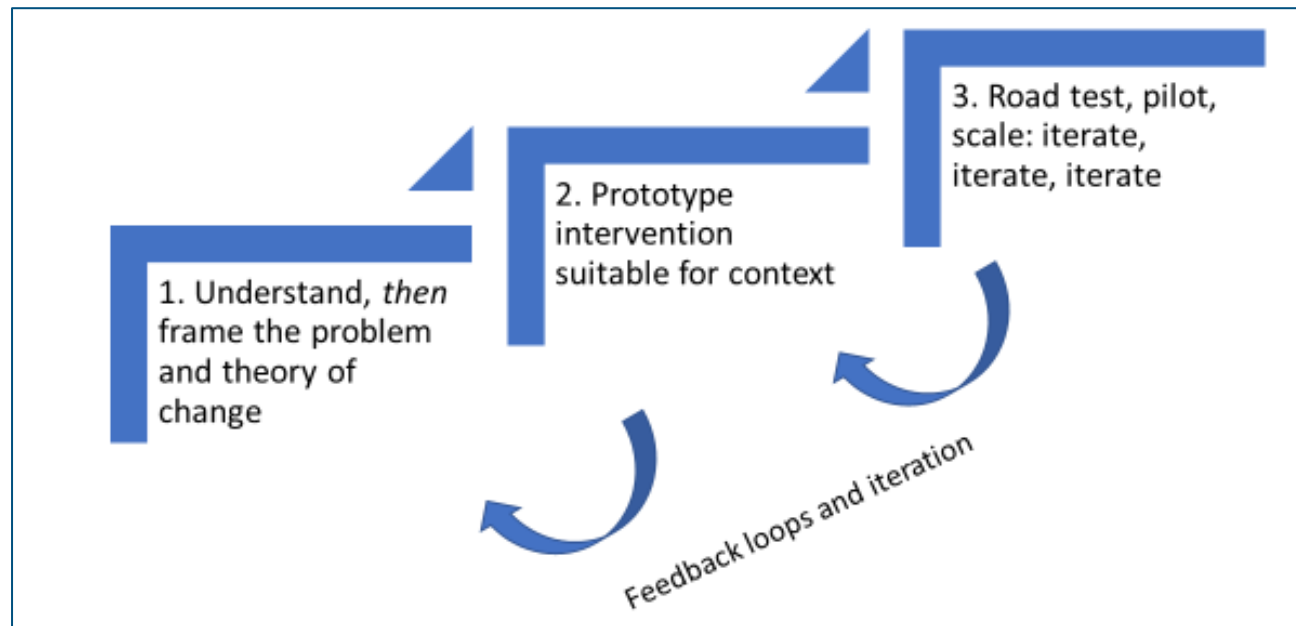
RETAIN | Retaining Employment and Talent After Injury/Illness Network

How Might We Enhance the Power of Continuous Improvement?

Research-practitioner partnerships that are **rapid**, **iterative**, and **collaborative.**

Whet appetite and build capacity for data and evidence use as a part of daily operations.

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Key Elements: Focus

1. Understand and focus on **problems and decision points that matter in real time** and **across broader groups of stakeholders.**

   i. Anchor in the pain points experienced by the field.

   ii. Frame R&E and CI from the perspective of improving operational excellence.

   iii. Develop broader learning agendas on topics/concerns (core components) that cross programs and adjacent sectors and use CI to address those in varied contexts.

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Key Elements: Road Testing

- Design and road test interventions **with customers:**

  - Engage customers of the program at the problem identification, intervention design, and road test and piloting stages.

  - Use insights from engagement and data to revisit theories of change.

  - Be creative in the methods used for learning from road tests and pilots.

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Key Elements: Ambitious Iteration

- Learn and iterate **at progressively ambitious scales**
  - Exciting work being done for initial tests in labor contexts
  - Can we build on those initial engagement for transformational learning?
  - Can we carry lessons over to adjacent areas?

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Want to learn more?

samin@air.org
650-727-7011

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

UNC Health

- Larry Mandelkehr, MBA, CPHQ

- Executive Director, Hospital Quality and Innovation

What is CQI - according to you

- "Quality improvement is a formal approach to the analysis of performance and systematic efforts to improve it." (Kansas Public Health Authority)

- "CQI is an ongoing effort to improve the efficiency, effectiveness, quality, or performance of services, processes, capacities, and outcomes. These efforts can seek "incremental" improvement over time or "breakthrough" all at once. (Kentucky Public Health)

- "Continuous Quality Improvement (CQI) is a deliberate, defined process which is focused on activities that are responsive to community needs and improving population health. It is a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality." (Minnesota Department of Health)

- "A process to ensure programs are systematically and intentionally improving services and increasing positive outcomes…" (Early Childhood Ohio)

- "CQI is a philosophy that encourages everyone in your institution to know its mission and to adopt quality driven procedures that continuously improve on how the work is done in order to increase customer satisfaction." (Vermont Technical College)

What Is CQI - According to You

- "Quality improvement is a formal approach to the **analysis of performance** and systematic efforts to improve it." (Kansas Health Policy Authority)

- "CQI is an ongoing effort to **improve the efficiency, effectiveness, quality, or performance** of services, processes, capacities, and outcomes. These efforts can seek 'incremental' improvement over time or 'breakthrough' all at once." (Kentucky Public Health)

- "Continuous Quality Improvement (CQI) is a **deliberate, defined process** which is focused on activities that are responsive to community needs and improving population health. It is a continuous and ongoing effort to **achieve measurable improvements** in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality…" (Minnesota Department of Health)

- "A process to ensure programs are **systematically** and intentionally improving services and increasing positive outcomes…" (Early Childhood Ohio)

- "CQI is a **philosophy** that **encourages everyone** in your institution to know its mission and to adopt quality driven procedures that continuously improve on how the work is done in order to increase customer satisfaction." (Vermont Technical College)

Why Do We Incorporate Data in the Improvement Process?

- "Data use, when done well with discipline,
  - reveals gaps;
  - identifies improvement opportunities;
  - suggests remedies and interventions;
  - monitors progress (and the lack thereof); and
  - confirms effectiveness" (Martin & Torres, 2017).

Source: Data-informed Decision Making: A Short Primer By Jonathan Martin and Amada Torres.

How to Make Data-Driven Decisions

Know Your Mission

- Understand the question you need to answer.

Identify Data Sources

- Put together the sources from which you will be extracting your data.

Clean and Organize Data

- Up to 80% of a data analyst's time is devoted to cleaning and organizing data.

Fix this!

Perform Statistical Analysis

- Is your data descriptive, inferential, or predictive?

Draw Conclusions

- Test your assumptions and identify the best way to visualize your data.

Source: Data-Driven Decision Making: A Primer For Beginners by Kelsey Miller.

Cause and Effect Diagram or Fishbone Diagram Overview

- Used to perform a Root Cause Analysis (RCA).

- Used to generate, organize, and display factors that might contribute to the problem.

- Lines and arrows show the relationship between a problem and the potential causes.
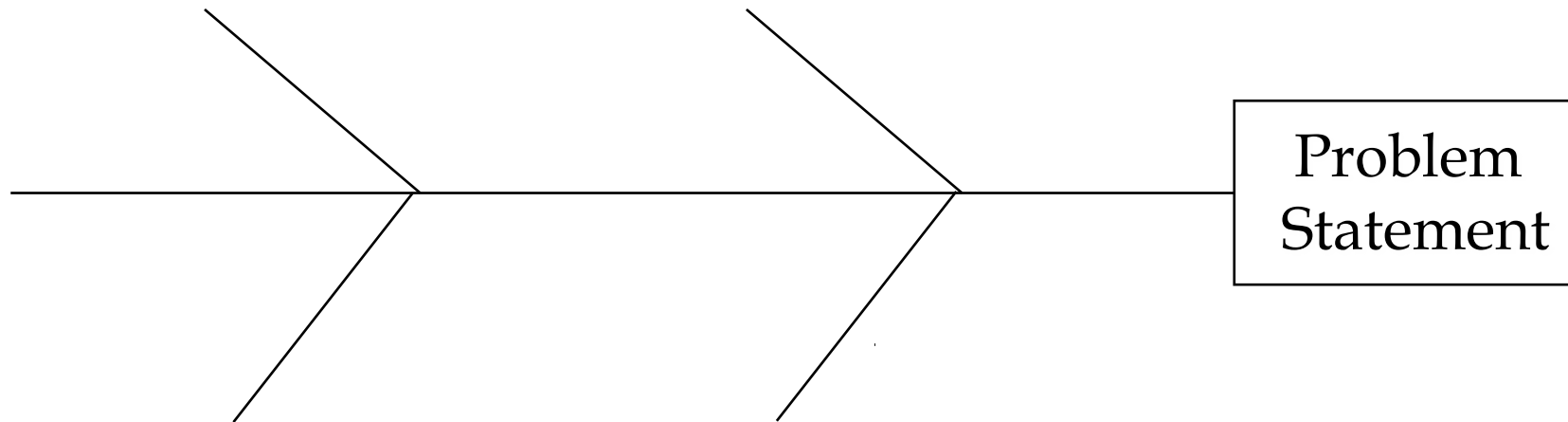
Construction of the Cause and Effect Diagram

1) Write the problem statement (effect) in the "head" of the fish.
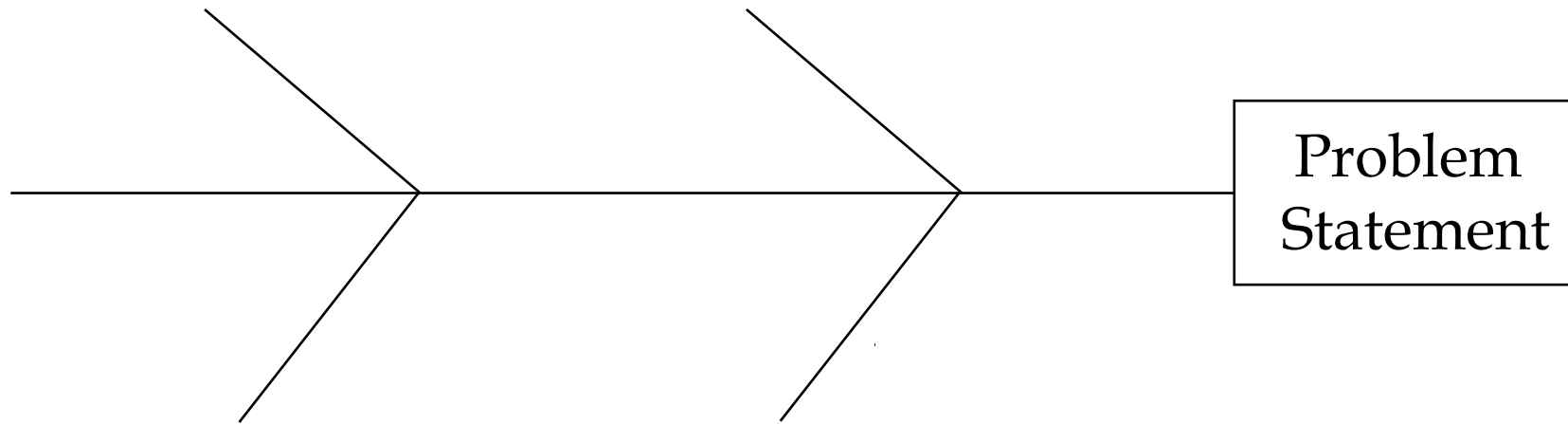
Construction of the Cause and Effect Diagram

2) Identify the major categories of causes and attach to arrows connected to the central spine.

Problem Statement

Categories of causes are people, process, policy and place (man, method, machine, and material).
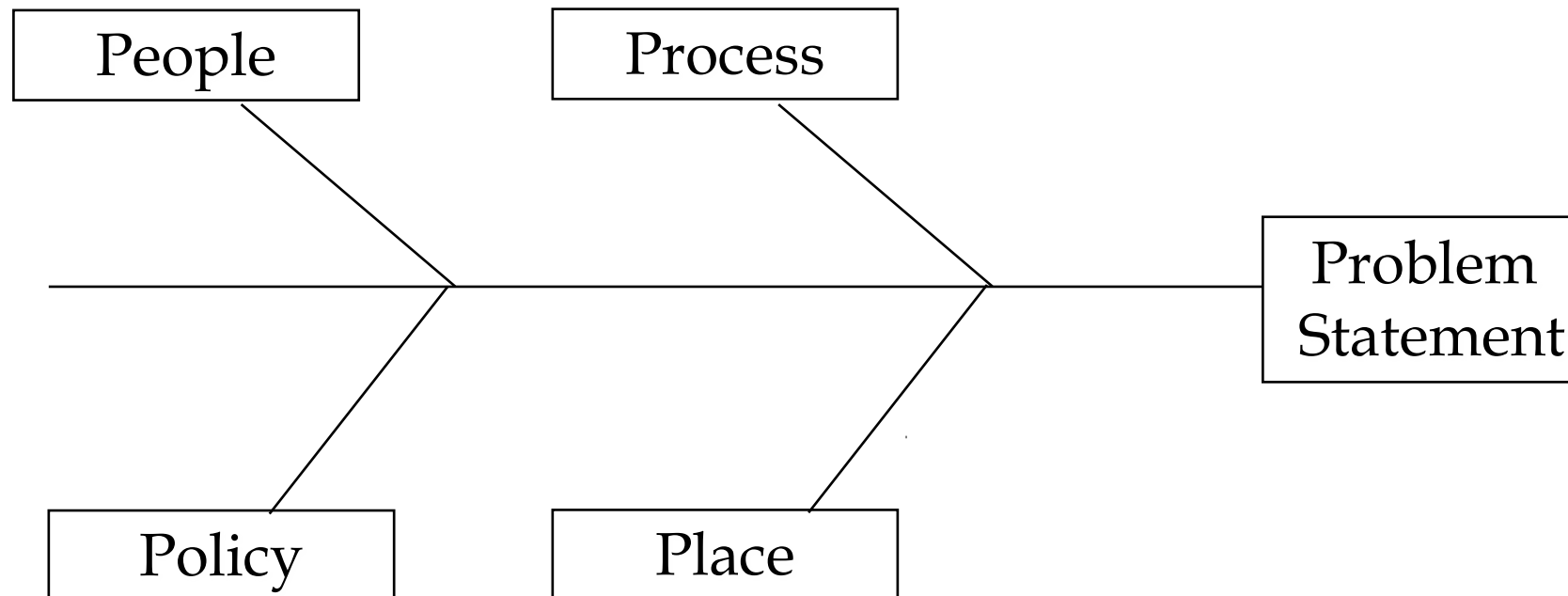
Construction of the Cause and Effect Diagram

3) Identify the major categories of causes and attach to arrows connected to the central spine.

Categories of causes are people, process, policy and place (man, method, machine, and material).

Construction of the Cause and Effect Diagram
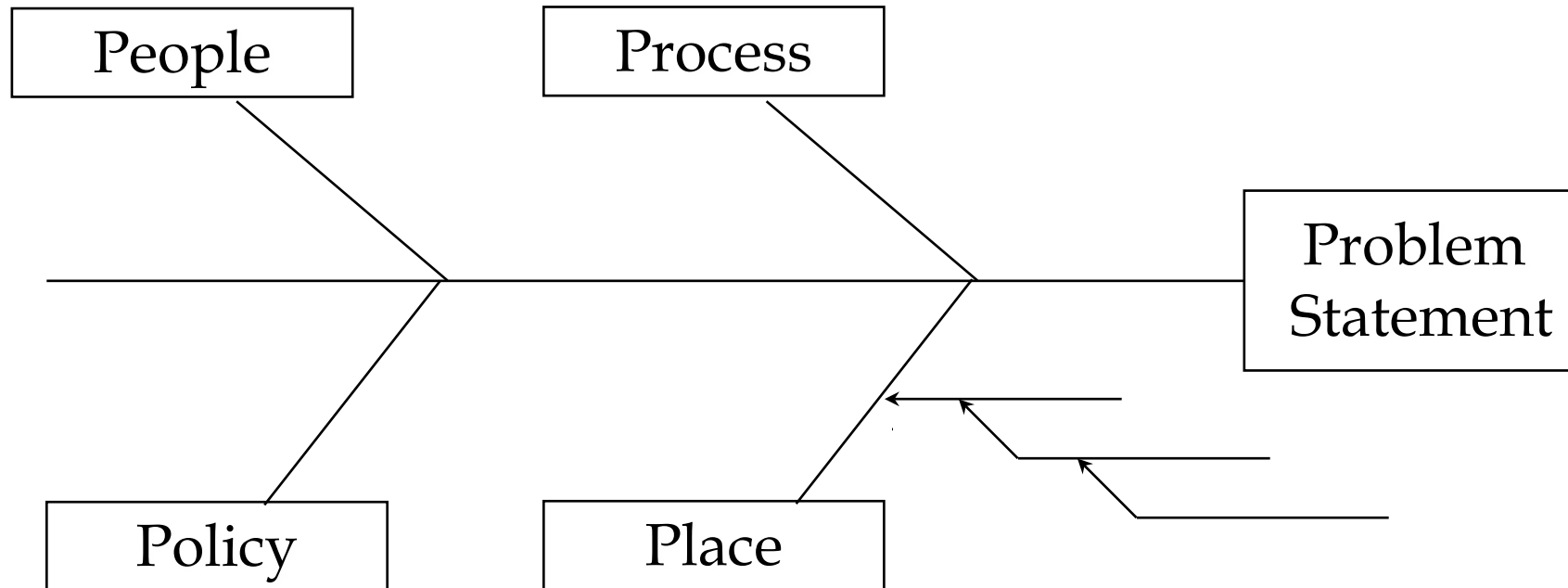
3) Brainstorm specific causes under each major category.

4) For each cause, ask "*why*" multiple times until the **root cause** is identified.

Categories of causes are people, process, policy and place (man, method, machine, and material).

A real-life hospital example, but this is not a fishbone/cause and effect diagram

People

Process

Takes too long for housekeeper to start cleaning a bed

Patient personal items still in room

Problems, but not actionable root causes

Bed cleaning takes too long

Policy

Place

Delays in bed tracking system re. when is a bed ready for cleaning?
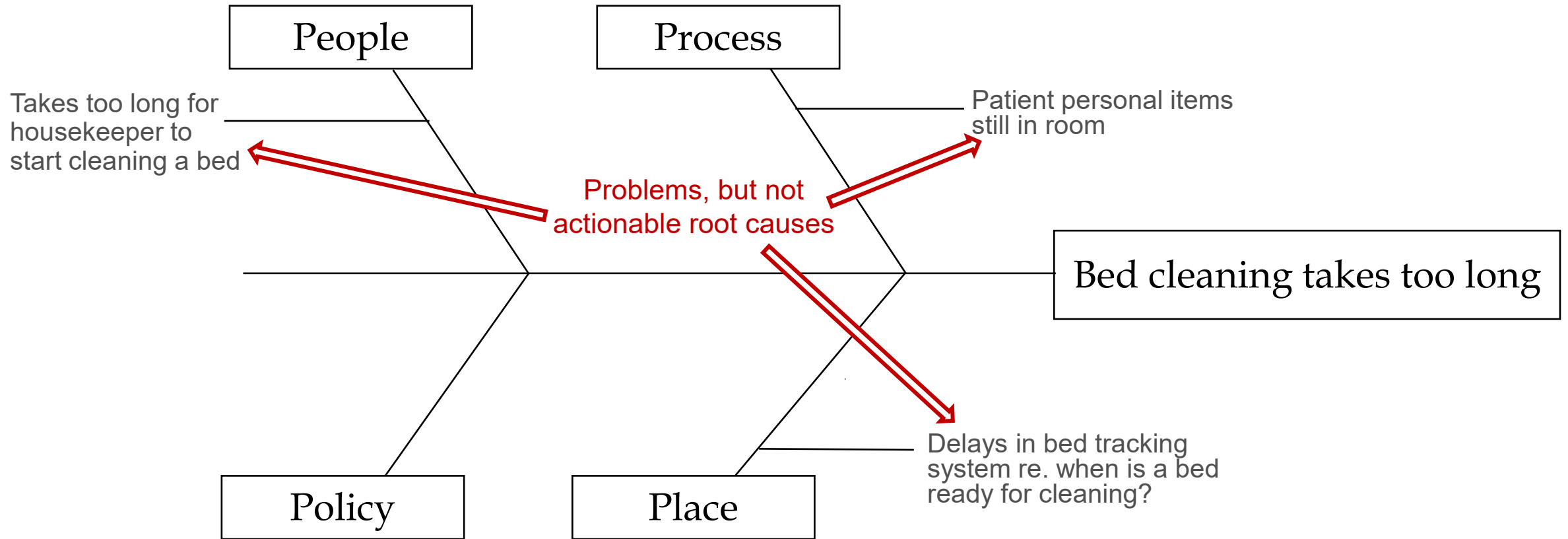
A real-life hospital example of the fishbone/cause and effect diagram

People

Process

Takes too long for housekeeper to start cleaning a bed

Patient personal items still in room

Why?

Housekeeping can't clean room with personal items in the way

Actionable root cause

Less staff late afternoon and early evening

Why?

No space to store personal items

Standard shifts (8a-4p, 4p-12a…)

Why?

Actionable root cause

Bed cleaning takes too long

Key is asking why, why, why…

Interface between systems is outdated

Actionable root cause

Why?

Bed tracking system crashes and no one knows when

Why?

Delays in bed tracking system re. when is a bed ready for cleaning?

Policy

Place

Let's try it out!

People

Process

Policy

Place

Lapse in communication with providers who sign on to RETAIN as a referral source for participants

"When you're finished changing, you're finished."

Benjamin Franklin

Why does change take so long?
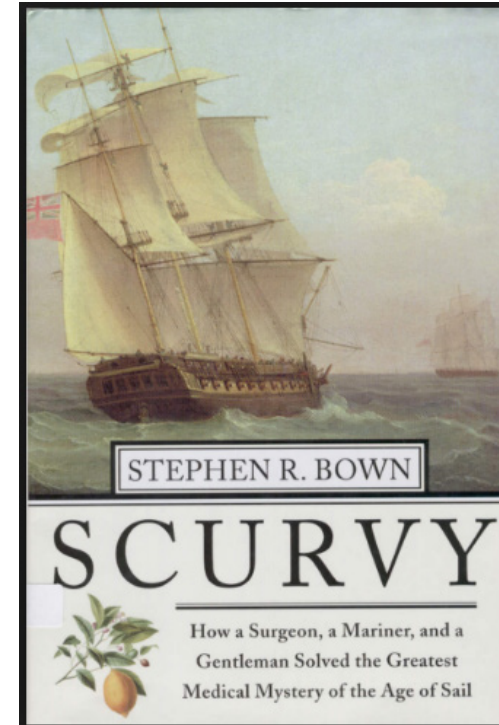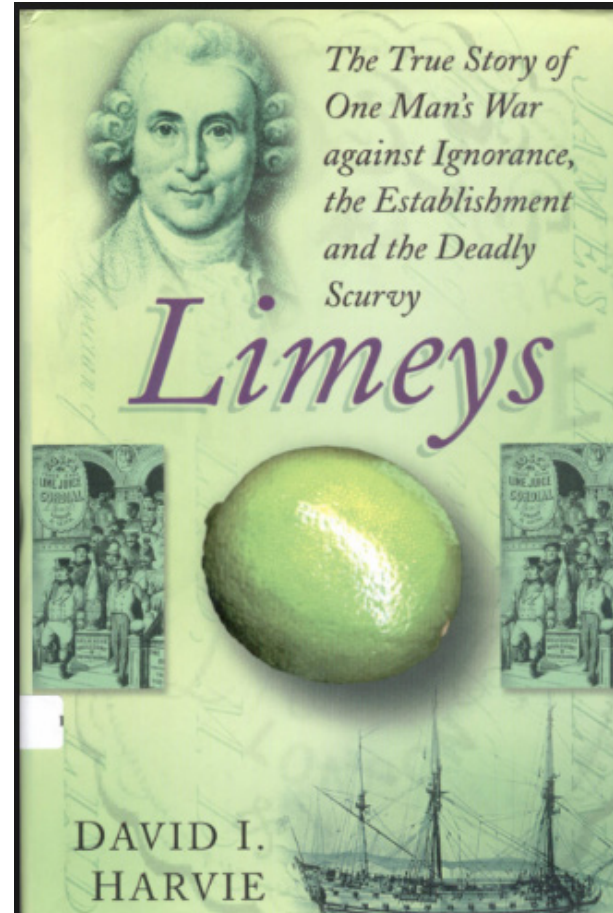
1497   1601   1747   1795   1865

Kotter's 8 Steps to Drive Change

- Phase A, Creating a Climate for Change
  1. Establish a Sense of Urgency
  2. Build a Coalition
  3. Create a Shared Vision
- Phase B, Engaging and Enabling the Organization
  4. Communicate Vision Repeatedly
  5. Empower Others to Act on the Vision
  6. Plan for and Creating Short-Term Wins
- Phase C, Implementing and Sustaining the Changes
  7. Reinforce the Change
  8. Institutionalize New Approaches

Applying Kotter's Model at a Personal Level: When a Participant With Injury/Illness Agrees to Participate in RETAIN

- Phase A, Creating a Climate for Change
  1. Establish a Sense of Urgency
  2. Build a Coalition
  3. Create a Shared Vision

- Phase B, Engaging and Enabling the Organization
  4. Communicate Vision Repeatedly
  5. Empower Others to Act on the Vision
  6. Plan for and Creating Short-Term Wins

- Phase C, Implementing and Sustaining the Changes
  7. Reinforce the Change
  8. Institutionalize New Approaches

Three Levels of Resistance to Change

1) I don't get it (Intellectual)

2) I don't like it (Emotional)

3) I don't like you (Personal)

—Rick Maurer, "Beyond the Wall of Resistance"

Questions and Open Discussion

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Speed Networking

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Speed Networking

This will happen as fast as these athletes' race!

- You will be randomly placed into a room with other state team representatives.

- In your rooms, share
  - Your name and your RETAIN role for your state.
  - One success you'd like to see in Phase 2.
  - One fun fact about your state or yourself.
  - If there is extra time, feel free to chat among yourselves!

RETAIN | Retaining Employment and Talent After Injury/Illness Network

Wrap-Up

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

Thank you for your Day 1 participation!

Please take a moment to complete this evaluation:
https://www.surveymonkey.com/r/Day1_RETAIN_Convening_11-2

RETAIN | Retaining Employment and Talent After
Injury/Illness Network