

An Introductory Overview: Models of Stay-at-Work and Return-to-Work



January 23, 2019

RETAIN

Retaining Employment and Talent
After Injury/Illness Network

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


ODEP
Office of Disability
Employment Policy

POLL

RETAIN

Retaining Employment and Talent After
Injury/Illness Network

Today's Webinar

- Submit questions at any time during the webinar in the Chat Pod
- Use for both content questions and to request technical assistance
- Please mute your individual device unless actively speaking
- Attendees will be unmuted occasionally to interact verbally

Raise your hand if you have a question



Welcome

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

About RETAIN

- Retaining Employment and Talent After Injury/Illness Network (RETAIN)
- Funded by the U.S. Department of Labor (DOL), Office of Disability Employment Policy (ODEP).
- Joint initiative led by ODEP in partnership with DOL's Employment and Training Administration and the Social Security Administration.
- Focused on building state capacity in SAW/RTW strategies.

About RETAIN (continued)

- Explores ways to help people who become ill or injured during their working years to remain in the labor force.
- Involves grants to eight state teams that are testing and validating early intervention strategies designed to improve SAW/RTW outcomes of specific populations.
- Three components:
 - Demonstration projects
 - Programmatic technical assistance
 - Independent evaluation

RETAIN Webinar and Webinar Series

- Provides information and enhances knowledge.
- Driven by state needs.
- Topics reflect components significant to successful planning and implementation of SAW/RTW.
- Ranges from broad-level information to in-depth exploration of strategies.
- Provides an opportunity for questions and answers and conversational exchanges with presenters.

Today's Presenters



Mona Kilany, PhD
Health Care Policy Researcher



Julie Jacobson Vann, PhD, MS, RN
Senior Researcher

An Introductory Overview: Models of Stay-at-Work and Return-to-Work

Learning Objectives

- Summarize the overall need for the RETAIN project.
- Describe the goals of the RETAIN project.
- Understand the major components of the RETAIN demonstration projects.
- Outline the roles of the major project partners in the RETAIN demonstration projects.

Need for RETAIN Demonstration

- Scope of workplace injuries and illnesses
- Scope of nonwork injuries and illnesses
- Opioid problem
- Consequences of workplace injuries and illnesses
- Effects of injuries and illnesses on businesses
- Effects of injuries and illnesses on state and federal governments

Scope and Consequences of Workplace Injuries and Illnesses

- Millions of American workers leave the workforce
 - Approximately four million nonfatal work-related injuries and illnesses occur per year.
 - Private industry employers, U.S.: ~ 2.8 million workplace injuries and illnesses in 2017
- State or federal disability benefits: hundreds of thousands of workers
- Difficulty obtaining or maintaining employment
- Health, mental health, family finances, and quality of life

Source: U.S. Department of Labor

Scope and Consequences of Nonwork Injuries and Illnesses

- In 2014, there were approximately 14 million nonfatal, off-the-job injuries and illnesses.
- Federal disability applications: > 2 million persons in 2018
- Difficult to obtain or maintain employment
- Affect health, family finances, and quality of life

Opioid Use and Abuse

- Opioid epidemic is a public health emergency
- Opioids are generally used for acute pain, meant for short-term use
- Annual cost of treating addiction and overdose increased by more than eight-fold between 2004 and 2016
- Translates to lost workplace productivity and health services costs for employers

Effect of Injuries and Illnesses on Business and Government

- Business
 - Occupational injuries and illnesses: approximately \$170 billion/year
 - Lost productivity: approximately \$60 billion/year
 - Nonoccupational injuries: approximately 270 million days of lost production time
- Government
 - Work- and non-work-related injuries: approximately \$479 billion

Source: U.S. Department of Labor

Goals of RETAIN Demonstration Programs

- Test the effect and impact of early intervention strategies that improve SAW/RTW outcomes for individuals who experience an injury or illness while employed.
- Goals:
 - Increase employment retention and the labor force participation of individuals who acquire, and/or are at risk of developing, work disabilities.
 - Reduce long-term work disability among project participants, including the need for federal disability benefits.
 - Validate and bring to scale evidence-based strategies to accomplish these goals.

Source: U.S. Department of Labor (2018)

General Concepts

- **On-the-job injuries and illnesses:** occur while at work or because of exposure at work.
- **Off-the-job injuries and illnesses:** occur while not at work or are related to a nonwork exposure.
- May affect time away from work.

Case Example: Usual Care

- 46-year-old male worked for a manufacturing company in the warehouse
- Suffered back injury; visited the emergency department
- Informed immediate supervisor
- Completed incident report
- Emergency department physician: examination, X-rays, opioid prescription, discharged; instructed to follow-up with primary care provider (PCP)
- Worker: calls supervisor; will not come back to work until his back heals
- Worker: follows up with PCP

Required RETAIN Project Interventions

- RTW coordinators
- Training participating health care providers:
 - Occupational health best practices
 - Alternatives to opioids
- Incentivizing participating health care providers
- Early communication to all stakeholders
- Work-place based interventions
- Retraining and/or rehabilitation, if needed
- Tracking and monitoring

Program Partners and Roles

- RETAIN Leadership Team:
 - Lead agency
 - State-level partners
 - State Health Departments or equivalent entities
 - Health care systems practicing coordinated care and population health management
 - State Workforce Development Board
- Other key partners
- At least one Local Workforce Development Board

Case Example: Ideal Care

- Previous case: 46-year old male; injured back at work
- Health care provider's office: system to alert clinician of patient eligibility
- Electronic alert: next steps and further assessment
- Referral to the RETAIN RTW Coordinator
- RTW Coordinator: contact and talk with worker
- RTW Coordinator: contact the worker's employer and discuss return-to-work options

POLL

Overview of Early Intervention Strategies for Stay at Work/Return to Work

Early interventions involve several components:

- Identify people “early,” soon after being injured or contracting an illness that may lead to time off of work.
- Procedures need to be developed to intervene early after people are identified.
- Need to include communication and coordination between health services organizations and employers.

Source: U.S. Department of Labor (2018)

RETAIN

Retaining Employment and Talent After
Injury/Illness Network

Early Intervention Strategies for Stay at Work/Return to Work

Supports, services, and strategies:

- Identify and recruit care providers
- Increase awareness of clinicians and employers
- Train clinicians in occupational health best practices
- Systems changes to identify at-risk workers
- Engage Return-to-Work Coordinator
- Prompts or reminders

Source: U.S. Department of Labor (2018)

RETAIN

Retaining Employment and Talent After
Injury/Illness Network

Early Intervention Strategies for Stay at Work/Return to Work (continued)

- Return to Work Coordinator:
 - Active involvement of an RTW coordinator during the medical recovery
 - Active involvement of an RTW coordinator during the medical recovery
 - Work directly with stakeholders
 - Coordinate care and RTW activities
 - Monitor real-time data on RETAIN cases
 - Coordinate functional assessments
 - Make referrals to existing training and employment services
 - Set appropriate return-to-work expectations
- Financial Incentives for Employers

Discussion Question

Do you use or have you used any of these strategies in your current setting?

Facilitators of Stay at Work/Return to Work

- Health System:
 - Return to Work Coordinator
 - Care management information system
 - Clinical decision support tools
 - Care pathways
 - Progressive Goal Attainment Program
 - Health and Wellness Coaching
- Care Provider:
 - Academic detailing
 - Financial incentives
- Employer:
 - Training programs
 - Work accommodations
 - Financial support
- Worker:
 - Receive optimal care
 - Health coaching and counseling
 - Good fit with work assignment
 - Progressive plan for work
 - Employer show support of workers
 - Strategies to increase self-efficacy

Summary

- Injuries and illnesses: burdensome & costly
- RETAIN Demonstration Projects: test effect and impact of early intervention strategies that improve stay-at-work [and] return-to-work (SAW/RTW)
- Required components:
 - Return-to-work Coordinators
 - Provider training on occupational health best practices
 - Provider incentives
 - Early communication
 - Workplace interventions to modify duties, schedules, task
 - Tracking and monitoring medical and employment progress
- Unique application of components
- Other best practices: employers, care providers, health systems, or workers

Questions?

RETAIN | Retaining Employment and Talent After
Injury/Illness Network

This document was prepared 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, by the American Institutes for Research 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.

References

- Cancelliere, C., Donovan, J., Jensen Stochkendahl, M., Biscardi, M., Ammendolia, C., Myburg, C., & Cassidy, J. D. (2016). Factors affecting return to work after injury of illness: Best evidence synthesis of systematic reviews. *Chiropractic & Manual Therapies*, 24, 32. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5015229/pdf/12998_2016_Article_113.pdf
- Jones, C. B., & Gates, M. (2007). The costs and benefits of nurse turnover: A business case for nurse turnover. *The Online Journal of Issues in Nursing*, 12(3), 4.
- Occupational Safety and Health Administration. (n.d.). *Healthcare*. Washington, DC: U.S. Department of Labor. Retrieved from <https://www.osha.gov/SLTC/healthcarefacilities/index.html>
- U.S. Department of Labor. (2018). *Retaining employment and talent after injury/illness network (RETAIN) demonstration projects* (FOA-ODEP-18-01). Washington, DC. Author. Retrieved from https://www.grants.gov/web/grants/view-opportunity.html?oppld=305566&utm_medium=email&utm_source=govdelivery

MONA KILANY AND JULIE JACOBSON VANN

RETAINTA@AIR.ORG

EVALUATION: [HTTPS://WWW.SURVEYMONKEY.COM/R/EVAL012319](https://www.surveymonkey.com/r/EVAL012319)

RETAIN

Retaining Employment and Talent
After Injury/Illness Network

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


ODEP
Office of Disability
Employment Policy