

# RETAIN Virtual Annual Convening

September 21- 22, 2022 Day 2



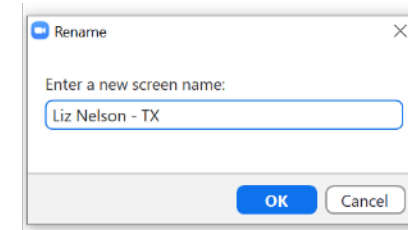
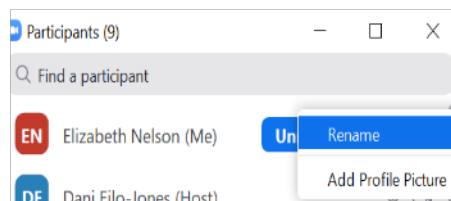
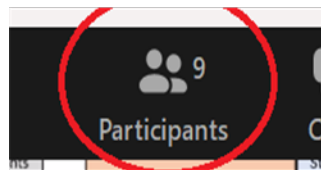
**RETAIN**

Retaining Employment and Talent  
After Injury/Illness Network



# How to Participate

- Chat box and email:
- Use the chat box throughout the session to make comments and communicate your tech problems. Raise your hand and we'll call on you. Lower your hand after you've been called on.
- You also can communicate by email at [RETAINTA@air.org](mailto:RETAINTA@air.org).
- Other helpful Zoom features:
- To access closed captioning, click on the link in the chat box.
- To add your state abbreviation to your name, find your name under "Participants," click "More" beside your name, and select "Rename."



# 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.

# 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.

# Welcome Back and Overview

# Kansas RETAINWORKS Bright Spot Presentation

# Exploring the Role of Behavioral Science in Outreach and Recruitment

# Introductions



- **Panelist**  
Todd Rogers, PhD,  
Professor of Public Policy  
at the Harvard Kennedy  
School of Government;  
Faculty Director of the  
Behavioral Insights Group



- **Moderator**  
Elena Soles, PT, DPT,  
CAFS, Clinical Subject  
Matter Expert, RETAIN  
TA, Researcher, AIR



# Exploring the role of behavioral science in outreach and recruitment



# Where will you apply this information to your RETAIN program?

- Recruitment and Enrollment
- Engaging Community Leaders
- Employer/Business Outreach
- Supporting RETAIN Participants
- Sustainability Planning





14,359



When you have too many work emails and too little time, how do you decide which to deal with *now*?

*Delete the spam first, read the ones I can probably delete or deal with quickly. Read the remainder, flag the important ones that will take more time.*

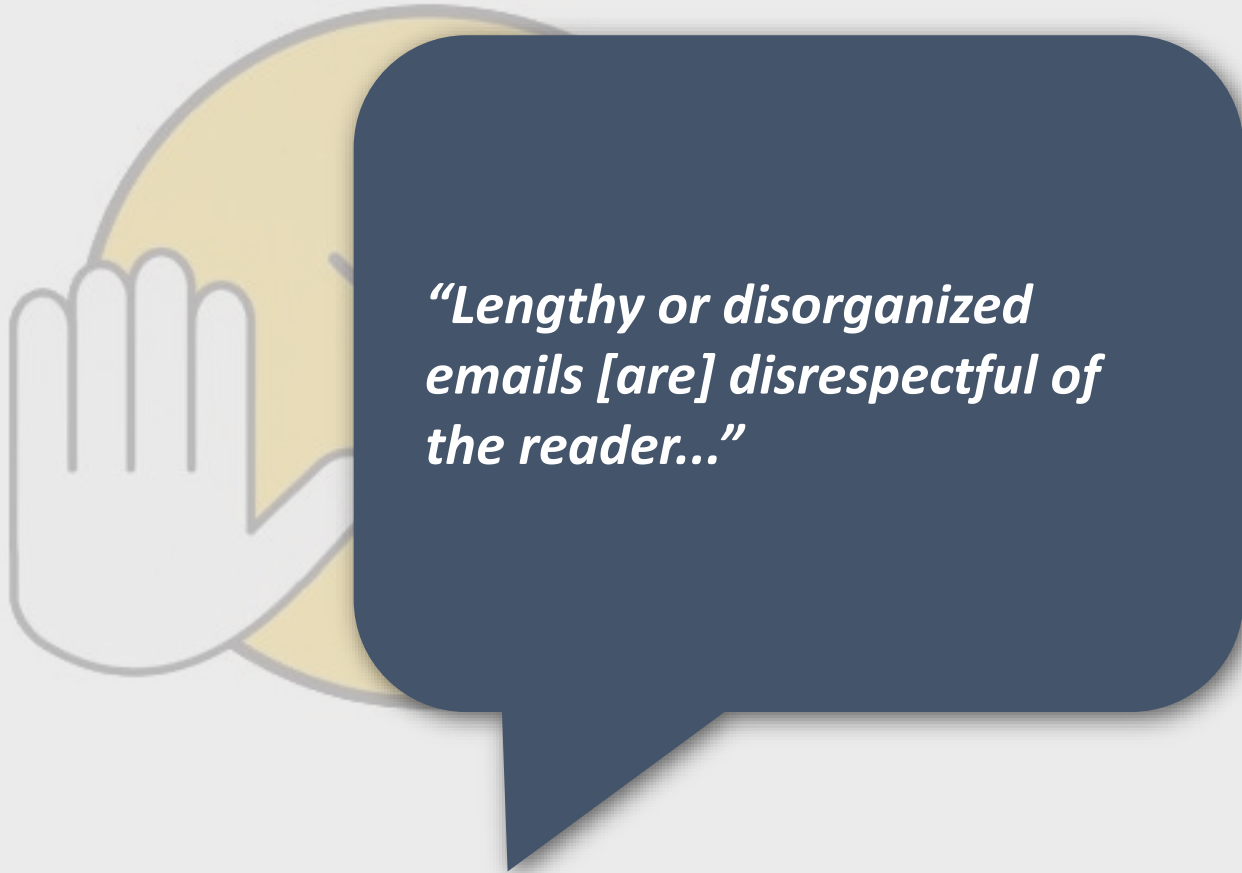
- Sender
- Most recent

*Quickly review and discard...leaving complex and extensive responses for last.*

*Start with most recent...Then [prioritize] the remaining by importance or length. The longer ones are often the ones that stay in the inbox the longest....*

*Scanning all the emails. Check the simple and quick emails first and read the long and complicated emails last.*

# Imperfect Messages...



## Writing for busy people

1. Direct attention with formatting, judiciously
2. Write for skimmers (navigable, clear purpose)
3. More is less
4. Write accessibly
5. Make response easy

## Writing for busy people

1. Direct attention with formatting, judiciously



Please read the following excerpt from a fictional college's website. Questions will follow.



## Our History

For 50 years, Wilmington Central College has played a vital role in educating generations of residents, providing them with the skills and knowledge to build better lives for themselves and create stronger communities. Wilmington Central College was officially created on May 1, 1969, but was originally named "Wilmington Central Community College." It was the first two-year college in the city, and the 23rd in Virginia. Its establishment filled a huge unmet need for affordable education and career training for the Wilmington's residents. No longer would people have to travel

On the next question, choose answer three and you'll earn a \$0.20 bonus.

vocational training and education, helping them transition to civilian life.

The passage of the Community College Act in the mid-sixties helped pave the way for the creation of the college. Its beginning was rather humble – Wilmington Central Community College didn't have a home when it first opened. It operated out of six buildings owned by the Wilmington School District, principally at the former Edison Technical School. On the next question, choose answer three and you'll earn a \$0.20 bonus. That didn't deter thousands of people from applying for admission, who were excited to enroll in vocational and college transfer programs. During that first academic year, tuition was just \$60 per quarter, and nearly 14,000 students enrolled in classes.

After North Wilmington and South Wilmington community colleges were created in the early seventies, Wilmington Community College changed its name to "Wilmington Central Community College." This signified its geographic location at the heart of the city, but also foretold its role as an educational, cultural and social cornerstone, as it became "central" to the city of Wilmington. In 2014, it changed its name again, to Wilmington Central College, to reflect its status as an institution that awards four-year bachelor's degrees, in addition to two-year associate degrees and short-term certificates. In 2016-17, the college staged a series of events to honor and celebrate Wilmington Central's 50th anniversary.

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Today, WCC leads the nation in transferring students to prestigious four year universities and serves more than 30,000 students. Set on a large main campus with two satellite locations, WCC offers students the collegial experience and educational quality typically found at a scholastically rigorous four-year college, or university, at a fraction of the cost.

Although the college was created in the 1960s, its roots run much deeper. On the current City Centre campus originally occupied by Wilmington High School, the city's first high school, which opened in 1902. When it closed in 1946, shortly after World War II ended, Edison Technical School opened to serve thousands of veterans returning from the war with vocational training and education, helping them transition to civilian life.

The passage of the first community college transfer credit bill paved the way for the creation of the college. Its beginning was rather humble – Wilmington Central Community College didn't have a home when it first opened. It operated out of six buildings owned by the Wilmington School District, principally at the former Edison Technical School. On the next question, choose answer three and you'll earn a \$0.20 bonus. That didn't deter thousands of people from applying for admission, who were excited to enroll in vocational and college transfer programs. During that first academic year, tuition was just \$60 per quarter, and nearly 14,000 students enrolled in classes.

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48%  
received bonus



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The passage of the Wilmington Community College Transfer and Mid-Career Degree Programs was for the creation of the college. Its beginning was rather humble – Wilmington Central Community College didn't have a home when it first opened. It operated out of six buildings owned by the Wilmington School District, principally at the former Edison Technical School. On the next question, choose answer three and you'll earn a \$0.20 bonus. That didn't deter thousands of people from applying for admission, who were excited to enroll in vocational and college transfer programs. During that first academic year, tuition was just \$60 per quarter, and nearly 14,000 students enrolled in classes.

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39%  
received bonus

# Formatting is for eyes and attention

- #1 ~~—————~~ For more information, and ~~a~~ *list of qualifying items*, please see the
- #2 ~~—————~~ [Department of Revenue's Taxpayer Information Publication on the 2021 Disaster Preparedness Sales Tax Holiday](#). As a reminder, our
- #3 ~~—————~~ [2021-22 school calendar](#) lists severe weather (hurricane) days by
- #4 ~~—————~~ prioritization.

For more information, and a list of qualifying items, please see the Department of Revenue's Taxpayer Information Publication on the 2021 Disaster Preparedness Sales Tax [Holiday](#). As a reminder, our 2021-22 school [calendar](#) lists severe weather (hurricane) days by prioritization.

## Writing for busy people

1. Direct attention with formatting, judiciously
2. Write for skimmers (navigable, clear purpose)

## NYC Court Summons: Original

CRC-3206 (5/12)

### Complaint/Information

The People of the State of New York vs.

Name (Last, First, MI)											
Street Address										Apt. No.	
City						State		Zip Code			
ID/License Number				State	Type/Class		Expires (mm/dd/yy)		Sex		
Date of Birth (mm/dd/yy)			Ht	Wt	Eyes	Hair	Plate/Reg				
Reg State		Expires (mm/dd/yy)		Plate Type	Veh Type	Make	Year	Color			

**The Person Described Above is Charged as Follows:**

Time 24 Hour (hh:mm)			Date of Offense (mm/dd/yy)				County			
Place of Occurrence						MVC Park Copy	Precinct			
In Violation of Section	Subsection	VTL	Admin Code	Penal Law	Park Rules	Other				

**Title of Offense:**

Bronx Criminal Court - 215 E 161 <sup>st</sup> Street, Bronx, NY 10451											
Kings Criminal Court - 346 Broadway, New York, NY 10013											
Redhook Community Justice Center - 88-94 Visitation Place, Brooklyn, NY 11231											
New York Criminal Court - 346 Broadway, New York, NY 10013											
Midtown Community Court - 314 W 54 <sup>th</sup> Street, New York, NY 10019											

123456

## NYC Court Summons: Modified

CRC-3206 (7/15)

### Criminal Court Appearance Ticket

Name (Last, First, MI)						Date of Birth (mm/dd/yy)						
Cell Phone Number (where court may contact you)						Home Phone Number (where court may contact you)						
<b>Show up to court on:</b> Court Appearance Date (mm/dd/yy): _____ at: 9:30												
<b>Your court appearance location:</b> <input type="radio"/> Other (specify): _____												
<input type="radio"/> Bronx Criminal Court	<input type="radio"/> Kings & New York Criminal Court			<input type="radio"/> Midtown Community Court			<input type="radio"/> Redhook Community Justice Center			<input type="radio"/> Queens Criminal Court		

**\*\*To avoid a warrant for your arrest, you must show up to court.  
At court, you may plead guilty or not guilty.**

Please see back for exceptions for Public Consumption of Alcohol and Public Urination

**Court Locations:** You must appear at the court location identified above.

Bronx Criminal Court ..... 215 E 161 <sup>st</sup> Street, Bronx, NY 10451											
Kings & New York Criminal Court ..... 346 Broadway, New York, NY 10013											
Redhook Community Justice Center ..... 88-94 Visitation Place, Brooklyn, NY 11231											
Midtown Community Court ..... 314 W 54 <sup>th</sup> Street, New York, NY 10019											
Queens Criminal Court ..... 120-55 Queens Boulevard, Kew Gardens, NY 11415											
Richmond Criminal Court ..... 26 Central Ave, Staten Island, NY 10301											

**You are Charged as Follows:**

**Title of Offense:**

Time 24 Hour (hh:mm)			Date of Offense (mm/dd/yy)				County			
Place of Occurrence						Precinct				
In Violation of Section	Subsection	VTL	Admin Code	Penal Law	Park Rules	Other				

18323476

Label as court  
appearance ticket

Court date and  
time near top

Bubbles for quick  
indication of court  
location

**NYC Court Summons:  
Original**

CRC-3206 (5/12)

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The People of the State of New York vs.

Name (Last, First, MI)											
Street Address										Apt. No.	
City						State		Zip Code			
ID/License Number				State	Type/Class	Expires (mm/dd/yy)		Sex			
Date of Birth (mm/dd/yy)		Ht	Wt	Eyes	Hair	Plate/Reg					
Reg State	Expires (mm/dd/yy)		Plate Type	Veh Type	Make	Year	Color				

**The Person Described Above is Charged as Follows:**

Time 24 Hour (hh:mm)		Date of Offense (mm/dd/yy)				County	
Place of Occurrence					MVC Park Copy	Precinct	
In Violation of Section	Subsection	VTL <input type="checkbox"/>	Admin Code <input type="checkbox"/>	Penal Law <input type="checkbox"/>	Park Rules <input type="checkbox"/>	Other	

**Title of Offense:**

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123456

**NYC Court Summons:  
Modified**

CRC-3206 (7/15)

### Criminal Court Appearance Ticket

Name (Last, First, MI)						Date of Birth (mm/dd/yy)					
Cell Phone Number (where court may contact you)						Home Phone Number (where court may contact you)					
( ) ( ) ( ) ( ) ( ) ( )						( ) ( ) ( ) ( ) ( ) ( )					

Show up to court on:  
Court Appearance Date (mm/dd/yy): \_\_\_\_\_ at: 9:30 a.m.

Your court appearance location:  Other (specify): \_\_\_\_\_

Bronx Criminal Court  
 Kings & Queens Criminal Court  
 Queens Criminal Court  
 Richmond Criminal Court

**+12% court appearance**

**\*\*To avoid a warrant for your arrest, you must show up to court.\*\***  
At court, you may plead guilty or not guilty.

Please see back for exceptions for Public Consumption of Alcohol and Public Urination offenses.

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Place of Occurrence    Precinct						
In Violation of Section	Subsection	VTL <input type="checkbox"/>	Admin Code <input type="checkbox"/>	Penal Law <input type="checkbox"/>	Park Rules <input type="checkbox"/>	Other

8323476



8 seconds to figure out:

As a parent receiving this message at the end of a full day with kids nagging...

what's the most important info for you?



Dear XYZ District Families and Staff,

Today the district was informed that an individual with COVID-19 was at ABC School while potentially infectious. By law, we must maintain this person's confidentiality, which prevents us from further identifying the individual and his/her reason for being in the school. We are working collaboratively with the JKL County Department of Health to identify any students and staff who may have been in contact with this person.

Individuals who were in close contact must be quarantined for 14 days from the last exposure date and should monitor for symptoms.

We will take the following actions:

- ABC School will initially remain closed for 48 hours.
- ABC School is the only building closing on xx/yy/zz and xx/yy/zz .
- ABC will deliver instruction virtually this week on xx/yy/zz and xx/yy/zz.
- The school building will be disinfected following DOH and CDC guidelines.
- The school will begin contact tracing that will be communicated to the department of health.

The JKL County Department of Health has a contact tracing system in place for JKL County when there is a confirmed case of COVID-19. The intent is to identify those who have been in close contact with a positive person. **Close contact means being within six feet of a person with COVID-19 for more than 10 minutes.**

If your child is identified as a close contact of the person who tested positive, you will receive a call from a contact tracer. For such calls, your caller ID may read NYS Contact Tracing or display a phone number with a (518) area code. Please answer these calls promptly and provide the Contact Tracers with the information they need to protect us all.

Furthermore, the district will also send emails to families notifying them if their children have been identified as having contact with an individual that is positive. If you do not receive an email in the next 48 hours, your child is NOT believed to have any risk of exposure.

As a reminder, if you believe at any point you and/or your child may have been in close contact with someone who has COVID-19, you and/or your child should self-quarantine and be tested.

If you suspect your child is becoming ill, your child should stay home. Symptoms of COVID-19 are listed on the CDC website: <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>. You should consult with your physician for medical advice.

Visit the ZX State Find a Test Site Near You page at <https://coronavirus.health.ny.gov/find-test-site-near-you> to find a list of testing sites. If you go to a testing site run by New York State, the test is free. For more information on COVID-19, please call (888) 364-3065 or visit the Westchester Department of Health homepage.

Please be assured that we will be transparent about any COVID-19 cases in our district, and we will keep you informed if more information needs to be communicated. Please contact your child's school administrators or 555-555-5555 ext. 1234 if you have any additional questions or concerns.

Sincerely,

Dr. Superintendent



As a parent receiving this message at the end of a full day with kids nagging...

what's the most important info for you?

**School's closed  
next 2 days!!**

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Sincerely,

Dr. Superintendent

Dear XYZ District Families and Staff,

**ABC School will be closed for at least the next 48 hours.**

Today the district was informed that an individual with COVID-19 was at ABC School while potentially infectious.

**How will you know if your child is a close contact?**

If your child is identified as a close contact of the person who tested positive, you will receive a call from a contact tracer. For such calls, your caller ID may read NYS Contact Tracing or display a phone number with a (518) area code. Please answer these calls promptly and provide the Contact Tracers with the information they need to protect us all.

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As a reminder, if you believe at any point you and/or your child may have been in close contact with someone who has COVID-19, you and/or your child should self-quarantine and be tested.

See below signature for details on close contacts.

**What to do if you or your child is sick?**

If you suspect your child is becoming ill, your child should stay home. Symptoms of COVID-19 are listed on the CDC website: <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>. You should consult with your physician for medical advice.

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**What is ABC School doing?**

We will take the following actions:

- ABC School will initially remain closed for 48 hours.
- ABC School is the only building closing on xx/yy/zz and xx/yy/zz .
- ABC will deliver instruction virtually this week on xx/yy/zz and xx/yy/zz.
- The school building will be disinfected following DOH and CDC guidelines.
- The school will begin contact tracing that will be communicated to the department of health.

Please know that we will be transparent about any COVID-19 cases in our district, and we will keep you informed. Please contact your child's school administrators or 555-555-5555 ext. 1234 if you have any additional questions or concerns.

Sincerely,

Dr. Superintendent

More on close contact definition

Close contacts must be quarantined for 14 days from the last exposure date and should monitor for symptoms. By law, we must maintain this person's confidentiality, which prevents us from further identifying the individual and his/her reason for being in the school. We are working collaboratively with the JKL County Department of Health to identify any students and staff who may have been in contact with this person. The JKL County Department of Health has a contact tracing system in place for JKL County when there is a confirmed case of COVID-19. The intent is to identify those who have been in close contact with a positive person. Close contact means being within six feet of a person with COVID-19 for more than 10 minutes.

## Writing for busy people

1. Direct attention with formatting, judiciously
2. Write for skimmers (navigable, clear purpose)
3. More is less

Original: 127 words

## Predictors: Original > Short

Shortened: 49 words

Hello,

I am a professor at Harvard studying the opinions, decision-making, goals, and expectations of school board members. As a school board member, you have an important and difficult job. You and your fellow school board members are making critical decisions right now that will profoundly impact the lives of students, teachers, and families in your schools and communities. I know you are busy with many urgent and important decisions as your schools reopen. School district leaders like you are balancing many competing interests. Your participation will be very helpful to the research I am conducting. I would like to learn from you how school district leaders are thinking about the challenges facing schools right now. Would you please complete this brief survey? The link is here: <http://surveylink.com>

Thank you for your time,

Dr. Todd Rogers  
Professor of Public Policy

I am a professor at Harvard studying the opinions, decision-making, goals, and expectations of school board members. As a school board member, you have an important and difficult job. You and your fellow school board members are making critical decisions right now that will profoundly impact the lives of students, teachers, and families in your schools and communities. I know you are busy with many urgent and important decisions as your schools reopen. School district leaders like you are balancing many competing interests. Your participation will be very helpful to the research I am conducting. I would like to learn from you how school district leaders are thinking about the challenges facing schools right now. Would you please complete this brief survey? The link is here: <http://surveylink.com>

Thank you for your time,

Dr. Todd Rogers  
Professor of Public Policy

**~2x  
survey response  
rate**

We've finished email  
draft.

It's good.

Propose an  
experiment?

We edited so now 2  
versions:  
*Original, Shortened*

Now doing A/B test...

Whoa!!  
Shortened had

**2x as many clicks**

Cut words by 50% and A/B test?

Result??

## Wordy

To: You!  
From: Candidate X  
Date: ??  
Subject: ??

I wanted you to hear this incredible news from me first, [YOUR NAME]:

Poll after poll has shown me running neck and neck with unelected [NAME] (R) in the race that [REDACTED].

**Now, our people-powered campaign is officially surging— a brand-new FiveThirtyEight polling analysis shows us [POINTS] ahead, [X% to X%]!**

But here's the bad news: Republicans are now scrambling. On top of the [\$] million [NAME] is already spending to buy this seat, Mitch McConnell and his shady GOP allies just pledged to pour in another [\$] MILLION to crush our momentum and hold on to their extremist majority.

**Republicans know that if we lose in [STATE], Democrats will [REDACTED]. Plain and simple. That's why we set a goal to raise \$25,000 by midnight tonight to keep up our momentum, fight back against GOP attacks and win this race.**

But right now, we're coming up incredibly short. If we don't close this gap, [NAME] could retake the lead – and [REDACTED]. So I have to ask:

**Please, [YOUR NAME], will you rush a gift of \$X or more now to help us hit our grassroots goal, flip [STATE] blue and [REDACTED]?**

Thanks so much for pitching in what you can.

[CANDIDATE]

## Concise

To: You!  
From: Candidate X  
Date: ??  
Subject: ??

I wanted you to hear this incredible news from me first, [YOUR NAME]:

Now, our people-powered campaign is officially surging— a brand-new FiveThirtyEight polling analysis shows us [POINTS] ahead, [X% to X%]!

# 16%

**increase in \$\$ raised**  
Republicans know that if we lose in [STATE], Democrats will [REDACTED]. Plain and simple. That's why we set a goal to raise \$25,000 by midnight tonight to keep up our momentum, fight back against GOP attacks and win this race.

**Please, [YOUR NAME], will you rush a gift of \$X or more now to help us hit our grassroots goal, flip [STATE] blue and [REDACTED]?**

Thanks so much for pitching in what you can.

[CANDIDATE]





# Cut Words!

## Who can help me create a return to work plan?

RTW plans should be developed collaboratively among injured workers, health care/insurance providers, employers, and employment specialists such as those involved in RETAIN.

In many cases, injured workers are able to resume their normal job responsibilities with little or no lost work time.

In other cases, a safe and sustainable return to work may require more attention to your specific functional limitations and the demands of your job.

While all cases are different, many return to work plans involve:

- Part-time hours.
- Modified job duties.
- Telecommuting.
- Temporary re-assignment to another job.
- Accommodations to the workstation.

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# Cut Words!

Original	Fewer Words
<p>In many cases, injured workers are able to resume their normal job responsibilities with little or no lost work time.</p> <p>In other cases, a safe and sustainable return to work may require more attention to your specific functional limitations and the demands of your job.</p>	<p>Injured workers are often able to resume working without missing much time, if any.</p> <p>Other times, injured workers need more flexibility before returning to work.</p>
45 words	25 words

## Writing for busy people

1. Direct attention with formatting, judiciously
2. Write for skimmers (navigable, clear purpose)
3. More is less
4. Write accessibly

# Reading Level

- Syllables / word
- Words / sentence
- Sentence complexity

Grade	Grade Level	Reading Level
19+	Doctoral Level	
18	Masters Degree	<i>The Economist</i>
16	College Senior	
15	College Junior	
14	College Sophomore	
13	College Freshman	
12	High School Senior	<i>Harper's Bazaar</i>
11	High School Junior	<i>Times, Newsweek</i>
10	High School Sophomore	<i>USA Today</i>
9	High School Freshman	<i>Average US Reading Level</i>
8	Eight Grade	
7	Seventh Grade	
6	Sixth Grade	<i>Comic Strips</i>
5	Fifth Grade	<i>20% of US Population</i>
4	Fourth Grade	<i>Nursery Rhyme</i>

## Standard: ~350 words, 10th grade reading level

Senior High School  
1234 Main Street  
Town, CA 55555

October 20, 2015

John & Mary Rogers  
124 1<sup>st</sup> Street  
Town, CA 55555

RE: Todd  
Student ID#: 12345

Dear Parent/Legal Guardian:

Good attendance is required for academic excellence. California Education Code section 48260 provides that a pupil (child) subject to compulsory full-time education or to compulsory continuation education who is absent from school without a valid excuse three full days in one school year or tardy or absent for more than a 30-minute period during the school day without a valid excuse on three occasions in one school year, or any combination thereof, shall be classified as a truant and shall be reported to the attendance supervisor or to the superintendent of the school district.

School records indicate that the pupil named above was absent from school without a valid excuse on 5 occasions, beginning with the following dates:

9/23/2015, 10/2/2015, 10/5/2015

*For a complete report of your pupil's absences, contact the school*

Our goal is to partner with families to ensure that students attend school every day. While the following consequences may appear harsh, based upon your pupil's initial classification as a truant, we are mandated by Education Code section 48260.5 to inform you that:

- The parent or legal guardian is obligated to compel the attendance of the pupil at school
- Parents or legal guardians who fail to meet these obligations may be guilty of an infraction and subject to prosecution pursuant to Article 6 (commencing with Section 48290) of Chapter 2 or Part 27 of the Education Code.
- Alternative education programs are available in the district.
- The parent or legal guardian has the right to meet with appropriate school personnel to discuss solutions to the pupil's truancy.
- The pupil may be subject to prosecution under Education Code section 48264.
- The pupil may be subject to suspension, restriction, or delay of the pupil's driving privilege pursuant to Section 13202.7 of the Vehicle Code.
- It is recommended that the parent or legal guardian accompany the pupil to school and attend classes with the pupil for one day.

This report is being issued under Education Code section 48264 5(a). As the parent/legal guardian you may be requested to attend a meeting with a school counselor or other school designee to discuss the root causes of the attendance issue and to develop a joint plan to improve the pupil's attendance.

Please recognize that we are required to monitor attendance and notify parents/legal guardians of potential problems with student attendance. If you have concerns about your pupil's attendance or if you believe there is an error in this report, contact the school at (555) 555-5555. The designated attendance personnel will work with you to resolve this issue. We look forward to assisting you.

Sincerely,

John Smith  
Principal

## Modified: ~150 words, 5th grade reading level

SCHOOL DISTRICT  
Student Health and Human Services

October 20, 2015

John & Mary Rogers  
123 Main Street  
Town, CA55555

We need your help. Todd's absences from school are concerning, and your partnership is critical. Students who miss just one or two days of school each month can fall seriously behind.

Todd is now "truant" because he missed school (or was more than 30 minutes late) without a valid excuse 5 days, beginning with:

- September 23, 2015
- October 2, 2015
- October 5, 2015

# +40%

Being absent can lead to doing poorly in school. Students who miss many days of school are more likely to:

- Fail their classes
- Drop out from high school

# absenteeism impact

We are required by California law to send you this letter and to warn you about the consequences of additional unexcused absences (see bottom bar).

Please remember that every absence matters and just a couple days each month adds up. You are key to improving Todd's attendance.

Sincerely,  
John Smith, Principal

Truancy- California Education Code School administrators determine what types of absences are excused or unexcused based on state law and on the facts of the pupil's circumstances. When a child is absent from school and/or tardy in excess of 30 minutes on three (3) occasions in one school year without a valid excuse, the law considers that child to be truant.

Education Code Section 48260.5 requires us to inform you of the following:

- That the parent or guardian is obligated to compel the attendance of the pupil at school.
- That parents or guardians who fail to meet these obligations may be guilty of an infraction and subject to prosecution pursuant to Article 6 (commencing with Section 48290) of Chapter 2 or Part 27.
- That alternative education programs are available in the district.
- That the parent or guardian has the right to meet with appropriate school personnel to discuss solutions to the pupil's truancy.
- That the pupil may be subject to prosecution under Education Code Section 48264.
- That the pupil may be subject to suspension, restriction, or delay of the pupil's driving privilege pursuant to Section 13202.7 of the Vehicle Code.
- That it is recommended that the parent or guardian accompany the pupil to school and attend classes with the pupil for one day.

If you have concerns about your child's attendance or if you believe our records are inaccurate contact the school at (555) 555-5555.  
English #1F



How would you rewrite this?

**PERSONS  
SHALL  
REMOVE ALL  
EXCREMENT  
FROM PETS  
PURSUANT**

**BY LAW #122-87  
MAX. PENALTY  
\$2000.00**

**THANK YOU**

More readable?







**ПОЖАЛУЙСТА!**



**СОБЛЮДАЙТЕ ЧИСТОТУ ВО ДВОРЕ**



**УБЕРИТЕ  
ЗА СВОЕЙ СОБАКОЙ**

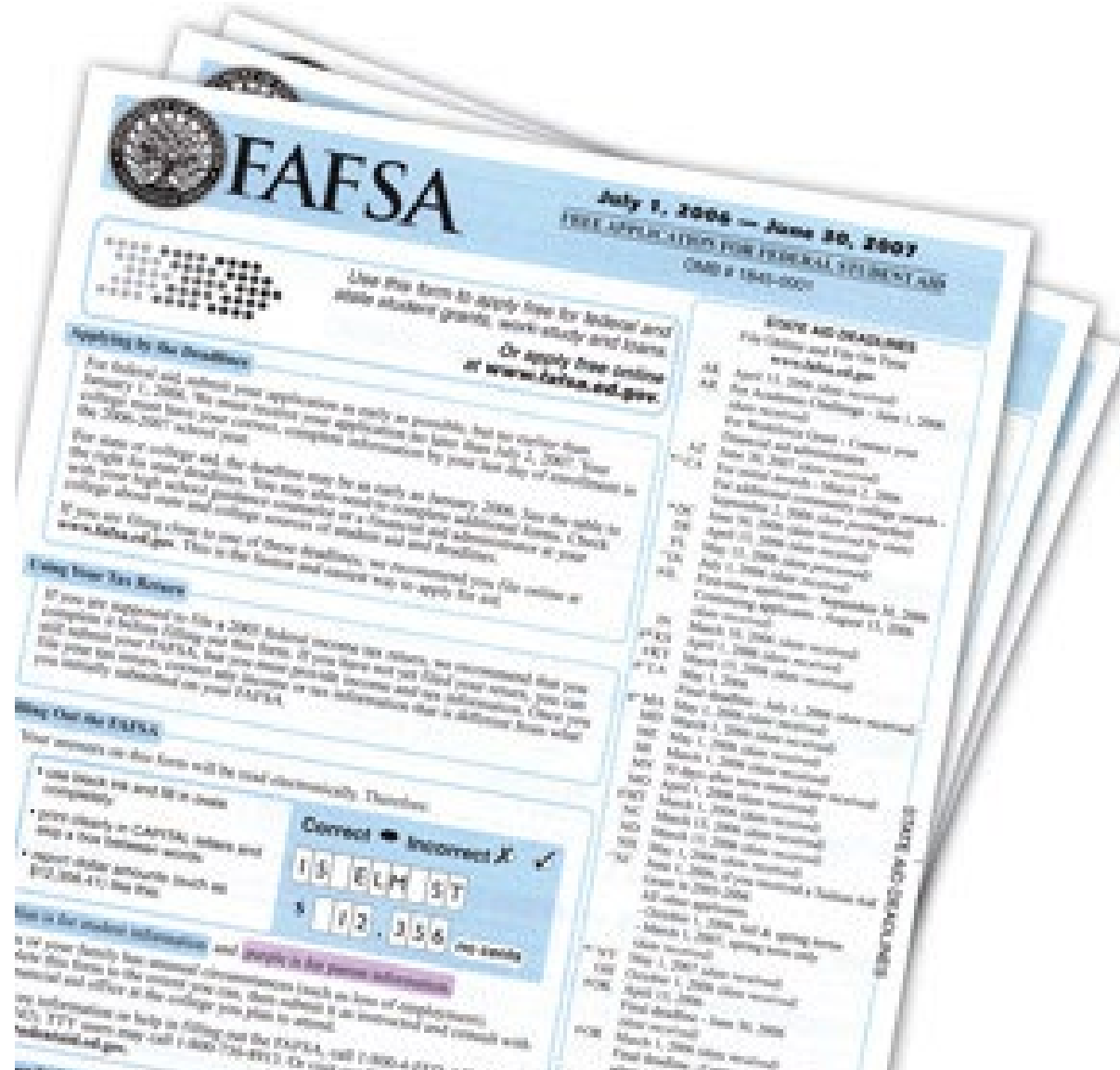
## Writing for busy people

1. Direct attention with formatting, judiciously
2. Write for skimmers (navigable, clear purpose)
3. More is less
4. Write accessibly
5. Make response easy

# FAFSA-Completion Channel



H&R BLOCK®



8pp = 1 in 12 students!



8pp increase in completion of 2 years of college

[School Name] is testing a service that texts you if your child has a low grade, missed assignment or missed class.

1. Standard

You may enroll by logging in at xyz.com; call school for account info.

<1% of parents enrolled

2. Simplified (Opt-in)

You may enroll by texting "Start" to opt in.

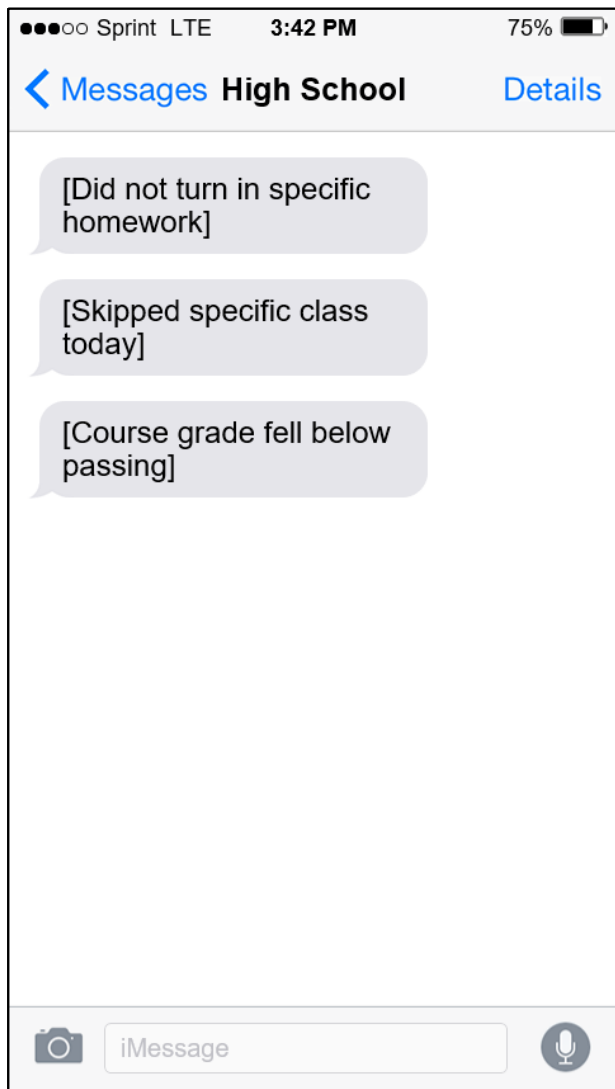
11% of parents enrolled

3. Opt-out

You are automatically enrolled: text "Stop" to opt out.

95% of parents remained enrolled

Control



## Writing for busy people

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## Version 1

*(original)*

*Subject: Join Us for a Live Webcast with Todd Rogers*

Dear X,

I'd like to invite you to an upcoming webcast with Professor Todd Rogers entitled "The Science of Corresponding with Busy People," hosted by Harvard Kennedy School Executive Education. Join us for a deep dive into the behavioral science behind communicating in a distracted world. This is a free, live webcast for the Executive Education community. Please register below and I look forward to seeing you then.

Sincerely,

Taylor Woods-Gauthier, Program Director

[REGISTER](#)

Version 1  
(original)



Version 2  
(words + accessible)

*Subject: Join Us for a Live Webcast with Todd Rogers*

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Dear X,

Dear X,

(1) I'd like to invite you to an upcoming webcast with Professor Todd Rogers entitled "The Science of Corresponding with Busy People," hosted by Harvard Kennedy School Executive Education.

28 → 17 words  
17<sup>th</sup> → 9<sup>th</sup> grade

Please join us for the webinar The Science of Corresponding with Busy People with Professor Todd Rogers.

(2) Join us for a deep dive into the behavioral science behind communicating in a distracted world.

16 → 11 words  
11<sup>th</sup> → 10<sup>th</sup> grade

The webinar is about how to communicate more effectively at work.

(3) This is a free, live webcast for the Executive Education community.

11 → 8 words  
11<sup>th</sup> → 4<sup>th</sup> grade

It is free and you can register below.

(4) Please register below and I look forward to seeing you then.

11 → 3 words  
6<sup>th</sup> → 5<sup>th</sup> grade

Please register now.

Sincerely,  
Taylor Woods-Gauthier, Program Director

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REGISTER

REGISTER

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*(words + accessible)*

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[REGISTER](#)



Version 2  
(words + accessible)

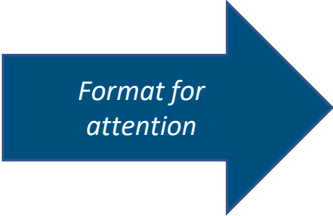
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[REGISTER](#)



Version 3  
(words + accessible + formatting)

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**REGISTER**

Write for skimmers

### Version 4.1

(words + accessible + formatting + skimmers)

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Taylor Woods-Gauthier, Program Director

[REGISTER](#)



Write for skimmers

## Version 4.2

*(words + accessible + formatting + skimmers)*

## Version 4.1

*(words + accessible + formatting + skimmers)*

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**REGISTER**



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*(words + accessible + formatting + skimmers)*

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[REGISTER](#)



## Version 4.2

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Sincerely,  
Taylor Woods-Gauthier, Program Director

**REGISTER**

*Make it easy*

## Version 5

(words + accessible + formatting + skimmers + easy)

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**REGISTER**

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(words + accessible + formatting + skimmers)

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REGISTER

## Version 5

(words + accessible + formatting + skimmers + easy)

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REGISTER

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(original)

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Please register here.

Sincerely,  
Taylor Woods-Gauthier, Program Director

REGISTER

~2x  
sign up rate

## Writing for busy people

*Todd\_Rogers@hks.Harvard.edu*

- Great examples of not-great communications

1. Direct attention with formatting, judiciously
2. Write for skimmers (navigable, clear purpose)
3. More is less
4. Write accessibly
5. Make response easy

Original: 66 words, college sophomore reading level

Join Us for a Live Webcast with Todd Rogers

WT Woods-Gauthier, Taylor  
To Bond, Monica A



2/11/2021

If there are problems with how this message is displayed, click here to view it in a web browser.



**HARVARD Kennedy School**  
Executive Education

YOU'RE HERE TO MAKE A DIFFERENCE.

## HKS Executive Education Webcasts

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Sincerely,  
Taylor Woods-Gauthier, Program Director

### The Science of Corresponding with Busy People with Todd Rogers

Tuesday, February 23, 2021  
11:00 AM - 12:00 PM EDT  
Hosted by Todd Rogers,  
Professor of Public Policy



REGISTER

1. Direct attention with formatting, judiciously
2. Write for skimmers (navigable, clear purpose)
3. More is less
4. Write accessibly
5. Make response easy

Checklist Revised: 46 words, 7.5 grade reading level

Register for an HKS Webinar

WT Woods-Gauthier, Taylor  
To Bond, Monica A



2/11/2021

If there are problems with how this message is displayed, click here to view it in a web browser.



**HARVARD Kennedy School**  
Executive Education

YOU'RE HERE TO MAKE A DIFFERENCE.

## HKS Executive Education Webcasts

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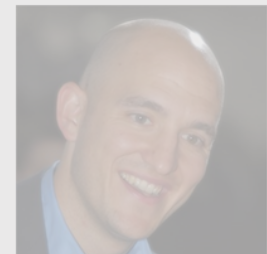
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Tuesday, February 23, 2021  
11:00 AM - 12:00 PM EDT  
Hosted by Todd Rogers,  
Professor of Public Policy



REGISTER

+95%  
sign up rate

# Questions and Open Discussion



# Break

# Topical Strategy Roundtables

**RETAIN**

Retaining Employment and Talent After  
Injury/Illness Network



# Roundtable Topics

- **Sustainability and Continuous Quality Improvement in Action**; Facilitator: Amy Landesman, MA, President, Amy Landesman Consulting, former Executive Director of Workforce Professionals Training Institute (WPTI)
- **Business/Employer Engagement in RETAIN**; Facilitator: Joseph Quick, Senior TA Consultant, AIR; Former Manager, Talent Program and Acquisition, Michigan Economic Development Corporation and Michigan Workforce Development Agency
- **Shifting Focus from Pain to Function**; Facilitator: Maja Jurisic, MD, Vice President and National Medical Director at Concentra Medical Center
- **DEIA Strategies in Action in RETAIN**; Facilitator: Trenita Childers, PhD, Senior Researcher, American Institute for Research
- **Using Data for Continuous Quality Improvement**; Facilitator: Christina Jones, Data Architect, RETAIN, Principal Data Scientist, AIR
- **Partnering with State and Local Governments to Promote RETAIN**; Facilitators: Katia Albanese and Caitlin Hochul, State Exchange on Employment and Disability (SEED) Coordinators, Concepts Communication

# Share Out

# RETAIN Program Participant Spotlight

# Break

# Mathematica Update on Evaluation Findings

# Introductions



- **Presenter**

Yonatan Ben-Shalom, PhD,  
Principal Researcher,  
Mathematica, Center for  
Studying Disability Policy



# RETAIN Evaluation Update: Progress to Date and Upcoming Activities

September 22, 2022



# Agenda

Progress to date

Upcoming activities

- Reports
- Data collection





# Goals in providing update

- / Provide transparency in approach**
- / Summarize data collection to support planning and interactions with participants**
- / Update on available reports to track progress**



# Progress to Date





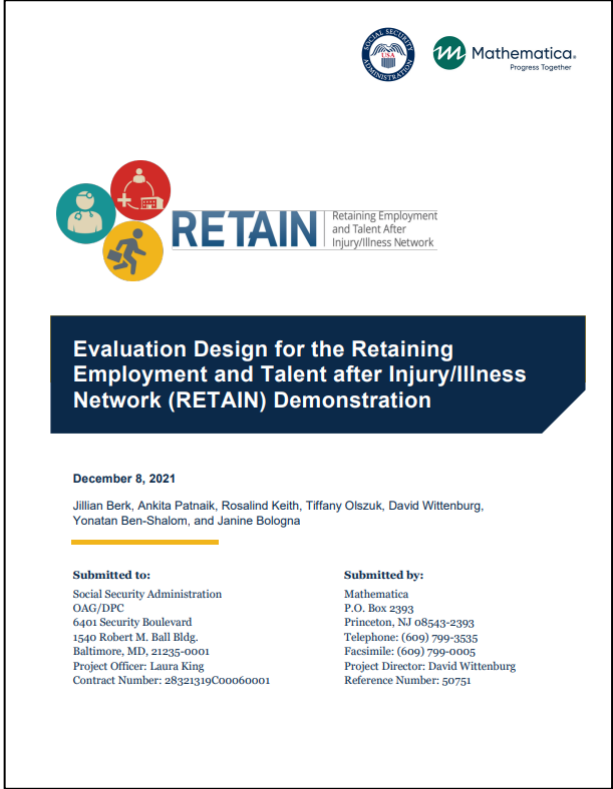
# Evaluation design report outlines research questions and approach\*

## / Main research question

- Do RETAIN services improve employment outcomes for people at risk of exiting the labor force or becoming reliant on long-term disability programs?

## / Additional questions

- How are RETAIN projects implemented? What factors affect implementation?
- Who enrolls in RETAIN? What services do they receive?
- Do RETAIN services improve outcomes more for some people than others?
- Do the benefits of RETAIN exceed the costs



\*[https://www.ssa.gov/disabilityresearch/documents/RETAIN%20Evaluation%20Design%20Report\\_Final.pdf](https://www.ssa.gov/disabilityresearch/documents/RETAIN%20Evaluation%20Design%20Report_Final.pdf)



# Activities to support the evaluation

## / **State interactions**

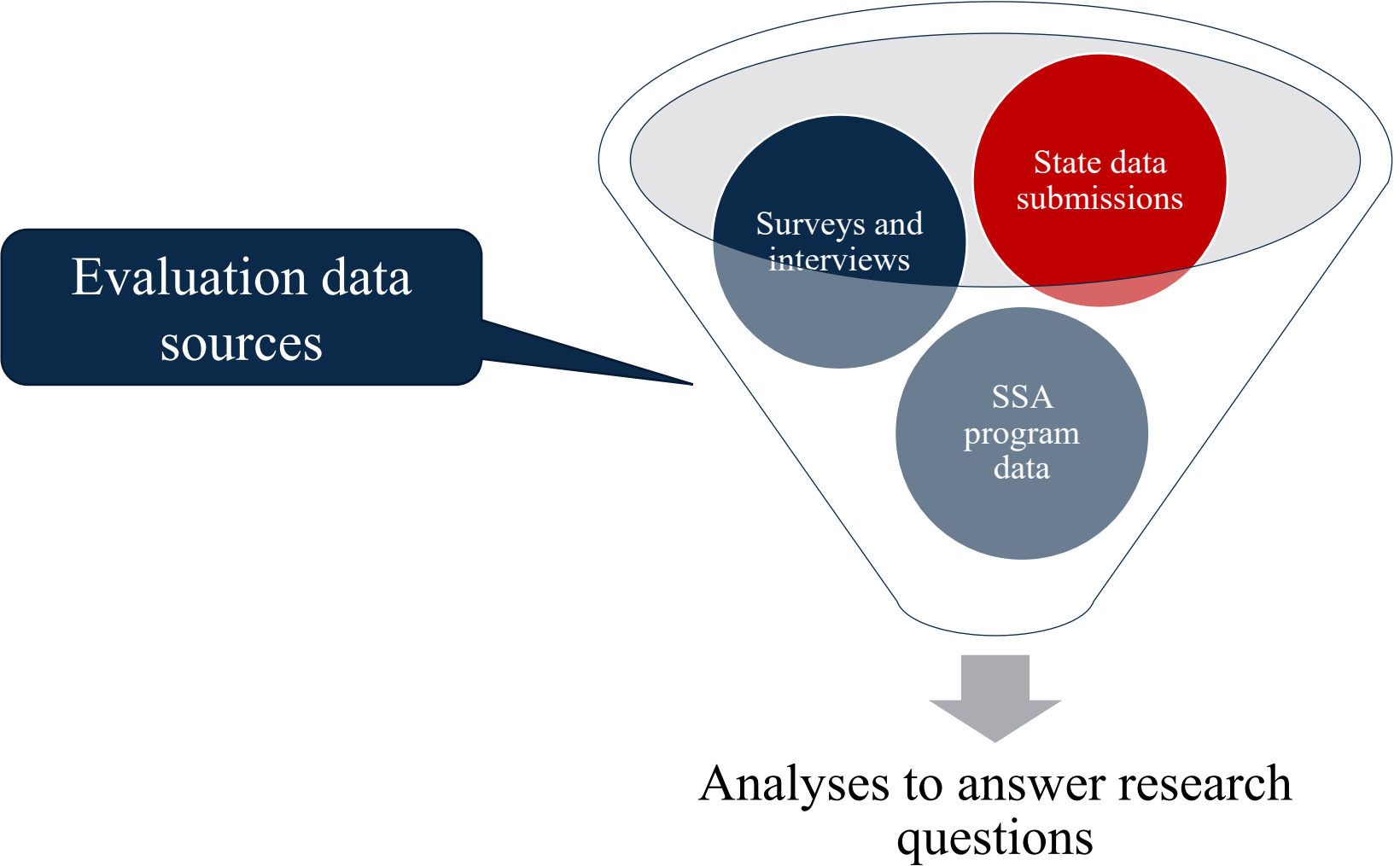
- Individual and clustered random assignment
- Evaluation technical assistance
- State data submissions

## / **Data collection**

- 1 round of site visits/interviews (completed Spring 2022)
- 2-month follow-up survey (ongoing)



# Data from states is critical to address research questions





# State enrollment and strong response to follow-up data activities

## / **Enrollment**

- 1,600+ enrollees

## / **Data collection**

- 800+ survey completes (80% response)
- 79 staff interviews

## / **State efforts have substantially supported high response rates (thanks!)**



# Upcoming Reports





# Future Reports

## / **Fall 2022**

- Early Assessment Report (EAR)

## / **2023-2025**

- Evaluation reports and special topic briefs





# EAR documents startup and early service delivery

## / **Data for the EAR**

- Program documents
- Site visit interviews
- Enrollment data
- State Management Information System data (through June 2022)

## / **Separate chapter for each state**

- Program partnerships and environment
- Progress on outreach and enrollment
- Enrollee characteristics
- Early service delivery and contrast with control group services
- Areas for continued monitoring and evaluation technical assistance



# Other evaluation reports

Report	Purpose	Timeline
Process analysis report	Provide summative analysis of recruitment, enrollment, service provision, and adherence to planned program model after states fully implement their RETAIN projects	December 2023
Short term impacts and experiences report	Describe enrollees' short-term outcomes and assess each RETAIN project's effectiveness in changing them	December 2024
Final impact report	Assess each RETAIN project's impacts on key outcomes and its benefits and costs	September 2025
Special topic briefs	Present findings that go beyond the results of analyses presented in the primary reports	TBD



# Upcoming Data Collection





# Upcoming data collection

Activity	Timeline
Enrollment	October 2021 – May 2024
Enrollee surveys (two rounds)	January 2022 – June 2025
Interviews with treatment enrollees	October 2022
Medical provider survey	Spring 2023
Round 2 site visits	Spring 2023



# Enrollee surveys

## / **Two survey rounds (rolling basis)**

- Round 1: 2 months after enrollment (in process)
- Round 2: 12 months after enrollment (starting December 2022)

## / **Content**

- Questions on employment status, benefits and income, training and receipt of employment services, physical and mental health status, demographics and contextual factors

## / **Sample and mode**

- Up to 3,000 enrollees per state
- Survey mode: web, phone, pencil and paper
- Compensation: \$5 pre-pay, \$25 gift card for completing survey



# Interviews with treatment enrollees

- / **Timing: ~ 1 year after enrollment began (October 2022)**
- / **30-minute telephone interviews with ~ 15 enrollees in each state**
- / **Goal: Understand experiences with RETAIN services**
  - Motivations for participating
  - Perceptions of services
  - Goals and attitudes about SAW/RTW
  - Reasons for not using RETAIN services
- / **Incentive: \$30 gift card**



# Medical provider survey

## / **One round of surveys with medical providers**

- March to June 2023

## / **Content**

- Questions on program operations, service delivery, and RETAIN-induced practice changes

## / **Sample and mode**

- Up to 100 RETAIN providers in each state
- Survey mode: web, phone, pencil and paper
- Compensation: \$5 pre-pay, \$45 check for completing survey



# Round 2 site visits

## / **Semistructured interviews with program staff and service providers**

- May to July 2023

## / **Focus**

- Describe changes in implementation or implementation environment
- Assess fidelity to program model
- Describe plans for sustaining the model
- Collect information on program costs (via staff activity logs)





# Summary

- / State collaborative efforts have substantively contributed to strong response rates (thanks!)**
- / Upcoming EAR reviews implementation progress to date**
- / Evaluation team continue to plan data collection around service activities in future years**

**Questions and Comments**  
**Contact: [retain-evalta@mathematica-mpr.com](mailto:retain-evalta@mathematica-mpr.com)**



# Bright Spot Presentation

# RETAIN



OHIO

Retaining  
Employment  
and Talent After  
Injury/Illness  
Network

# Ohio's Program Standardization & Automation



## Program Structure

Defined roles & workflows to facilitate:

Participant identification

Participant movement through the study stages

Automated transfer of data between stakeholders



## Team Structure

Placement of individuals on defined role-based teams

Roles filled by matching individuals' strengths and professional experiences

Team communication structure is defined & empowers team members to excel in their role



## Standardized Workflows

RETAIN Ohio can be copy/pasted anywhere within Bon Secours Mercy Health and beyond



## Automated Data Transfer

Facilitation of data transmission is efficient & greatly minimizes duplicate documentation & data entry

Ensures integrity of each participant's medical record



## Scalability & Sustainability

Entire program can be replicated within any health care organization

Ability to be rolled out to entire footprint of Bon Secours Mercy Health, beyond Ohio regions

Ability to collaborate with state partners to stand up RETAIN programs throughout Ohio (and beyond)

# State Peer-to-Peer Exchange: Breakout Rooms

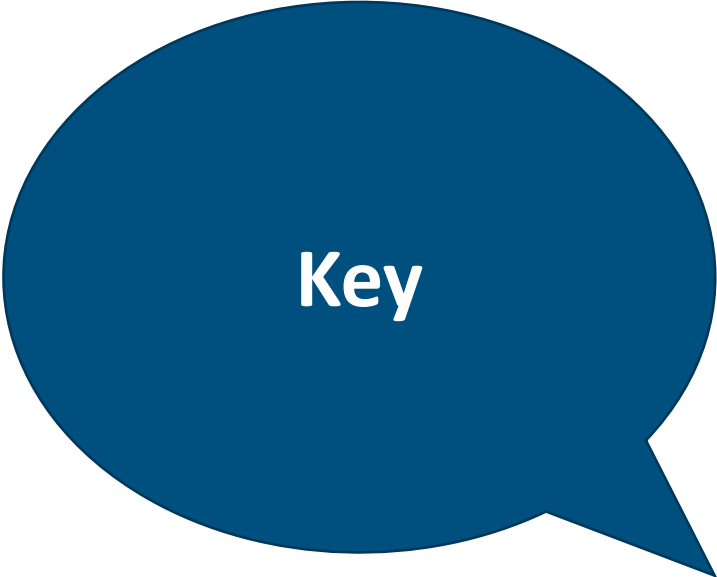
# RETAIN Program Participant Spotlight

# Break



# Individual State Team Breakout Groups

# State Team Share Out



# Wrap-Up

# Thank you for your Day 2 participation!

Please take a moment to complete this evaluation:

<https://www.surveymonkey.com/r/PGB9BR3>