

# Sustainability Workshop Series: Strategic Vision

August 21, 2024

# Disclaimer

This event is conducted by the American Institutes for Research (AIR) for the U.S. Department of Labor (DOL) Office of Disability Employment Policy (ODEP) and the 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.

# American Institutes for Research<sup>®</sup> (AIR<sup>®</sup>) Inclusive Meeting Guidelines



ENGAGE EVERYONE



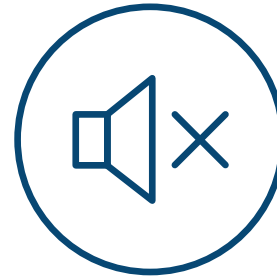
BE HEARD AND SEEN



ACKNOWLEDGE SPEAKER



MAXIMIZE MICROPHONES



MINIMIZE NOISE



MAXIMIZE VISUAL DISPLAYS

**RETAIN**

Retaining Employment and Talent After  
Injury/Illness Network

*If you have technical difficulties, please email us at  
[RETAINTA@air.org](mailto:RETAINTA@air.org) and a team member will assist you.*

# Welcome!

- Please use the chat to introduce yourself:
  - Name, RETAIN state & program role
  - What brought you to the Strategic Vision session? Is there anything you are hoping to hear more about from your peers?

# Agenda



- Welcome & Chat Introductions
- Overview of Sustainability Brief and Toolkit
  - Sustainability Readiness Self-Assessment
- Strategic Vision Peer Discussion
- Wrap-up

# New Sustainability Resources



## Beyond Implementation: Planning for Sustainability

### A Brief From RETAIN Technical Assistance Provider

#### Introduction

Sustainability is the continuation of core program components and activities beyond the initial funding period.<sup>1,2,3</sup> It is more than just continued funding. Sustainability requires adapting to changing conditions by planning for capacity building, new partnerships, stakeholder outreach, and preparing for the future.<sup>4</sup>

This brief provides an overview of the importance of program adaptability and also offers strategies supporting key aspects of program sustainability. The brief also provides examples of sustainability frameworks to help guide and measure sustainability efforts. Finally, it offers a collection of resources organized by topic (Appendix A, p. 11).

#### Program Adaptability

Adaptability is a crucial component of sustainability as it allows for the most effective parts of your program to continue during changing conditions.<sup>5,6</sup> In terms of sustainability, adaptability is the degree to which an intervention can be changed to fit local conditions, changing circumstances, or evolving needs.<sup>7,8</sup> These conditions may include changes in funding, the labor

#### About RETAIN

The states of Minnesota, Ohio, Kentucky, Kansas, and Ohio are participating in the Retaining Employment and Talent After Injury/Illness Network (RETAIN). RETAIN is sponsored by the U.S. Department of Labor in collaboration with the Social Security Administration. RETAIN states are building connections and improving coordination among employers, health care providers, and other key parties to help workers with a new injury or illness stay in the workforce.

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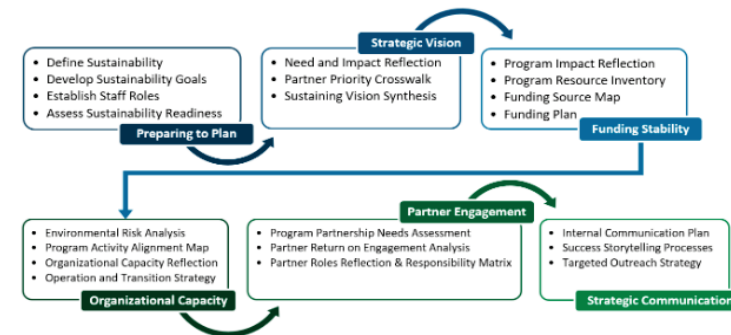
## Sustainability Readiness Toolkit

### A Roadmap for Sustainability Planning

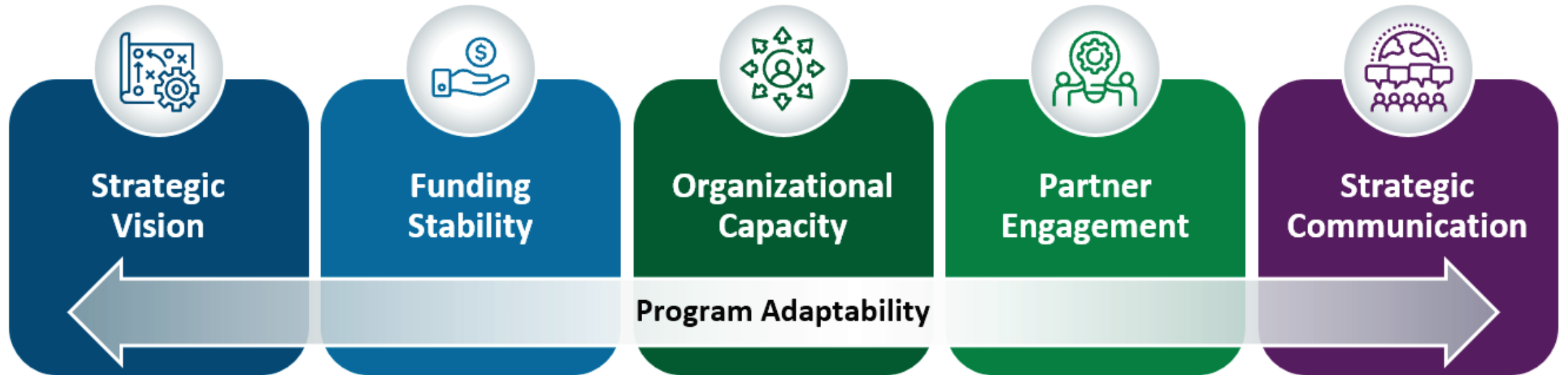
Sustainability extends the impact of a specific program by supporting the continuation of critical and effective program practices beyond the period of initial funding and implementation. Like the approach used for the initial program design, a comprehensive approach to planning for sustainability is strategic, collaborative, and adaptable. This resource draws on sustainability frameworks and research identified in the *Beyond Implementation: Planning for Sustainability* brief and includes actionable tools to support a strategic and comprehensive approach to sustainability planning for RETAIN grantees. The tools are designed to be used to support initial sustainability planning activities or to enhance existing planning activities.

#### About this Resource

The **Sustainability Readiness Toolkit** was developed to accompany the *Beyond Implementation: Planning for Sustainability* brief and to support RETAIN states in the process of developing a vision and supporting strategies to sustain their stay-at-work/return-to-work (SAW/RTW) programs.



# Key Considerations for Sustainability Planning



# Sustainability Readiness Toolkit

- Designed to support RETAIN team sustainability planning with a series of tools developed around the key considerations identified in the brief.
- Tools can be used to support initial sustainability planning or enhance existing planning activities.

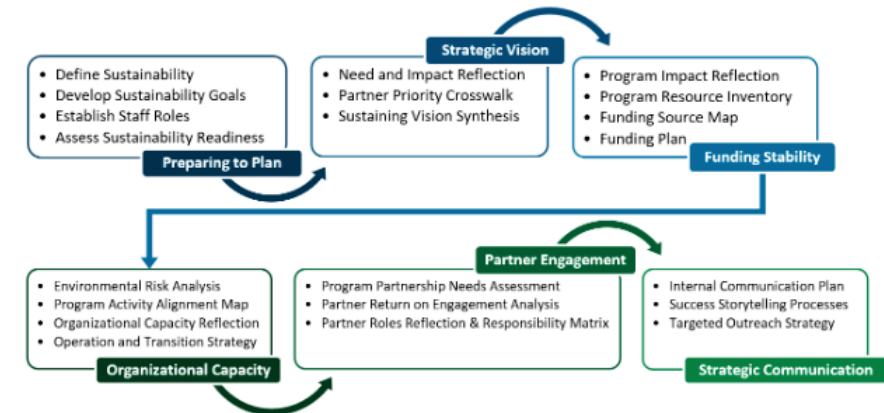
## Sustainability Readiness Toolkit

### A Roadmap for Sustainability Planning

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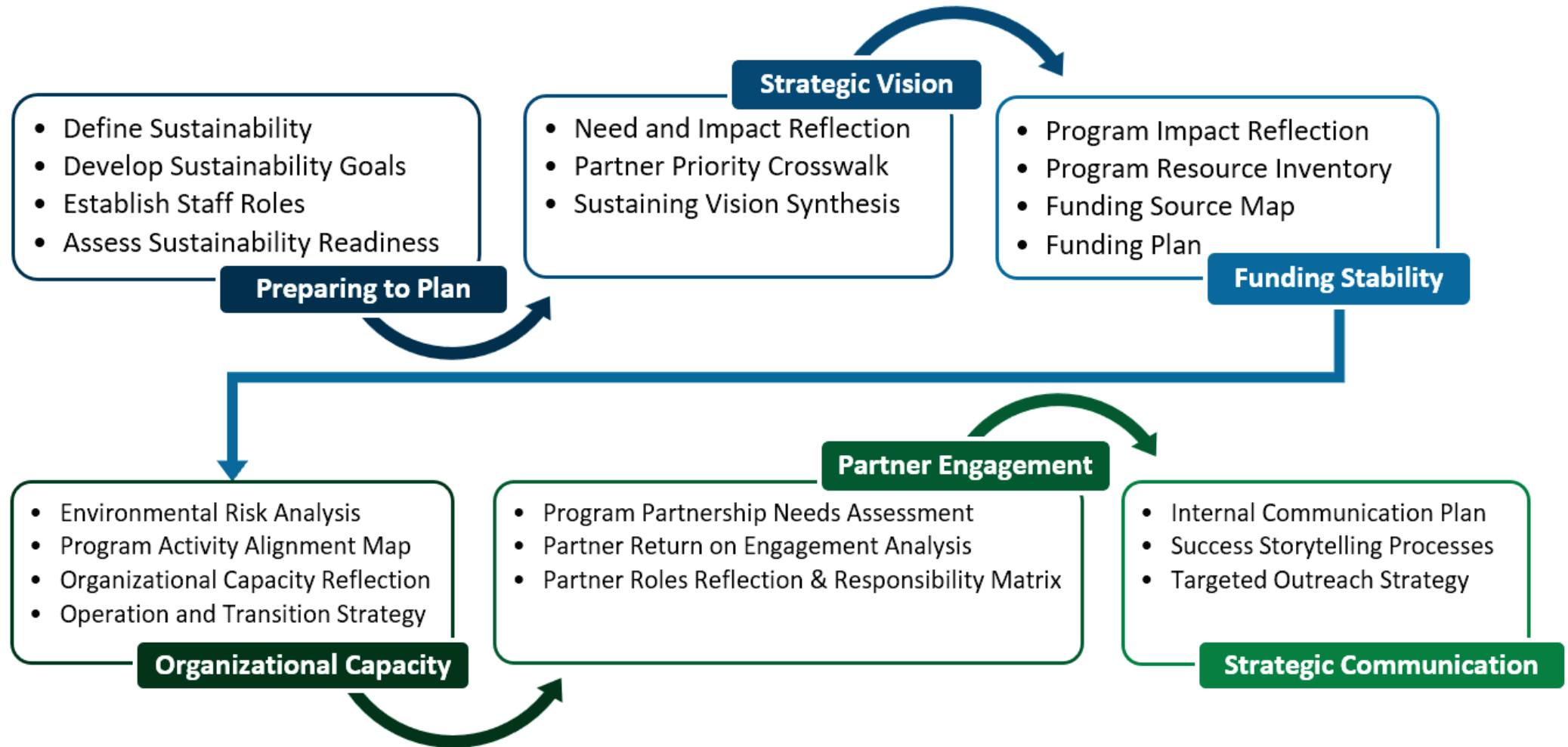
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# Using the Sustainability Readiness Toolkit:



# Strategic Vision


# Strategic Vision


## Strategies for advancing program sustainability through strategic planning:

- Confirm partner need and impact opportunity
- Understand key partner goals and priorities
- Establish a clear, shared vision for sustainability



# Sustainability Readiness Self-Assessment: Strategic Vision

	Readiness level		
	<b>Exploratory</b> <i>We have not yet started or are just starting to explore.</i>	<b>In development</b> <i>We are currently in the process of developing.</i>	<b>Prepared</b> <i>Yes, we are fully prepared in this area.</i>
<ul style="list-style-type: none"> <li>We have analyzed the program areas we need to expand or narrow for sustainability.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>We have a strong understanding of how our partners can support our vision of sustainability.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>We have established a clear vision of sustainability in collaboration with our partners.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 Confirm program need and impact opportunity.

Understand key partner goals and priorities.

Establish a clear shared vision.

# Sustainability Readiness Toolkit: Strategic Vision

## Needs and Impact Reflection



**Confirm program need and impact opportunity.** Reflect on program background and context to evaluate the original purpose of the program including the stated vision, challenges to be solved, and the intended beneficiaries. Look for areas where the need and opportunity are either expanded or narrowed through the sustained program.

Original program	Sustained program
<i>What is the stated vision/mission of your RETAIN program as it was originally developed?</i>	<i>As your RETAIN program is sustained, how is the vision/mission expanded or narrowed?</i>
<i>What problem/challenge does your RETAIN program seek to solve?</i>	<i>As your RETAIN program is sustained, how has the problem/challenge area of focus changed?</i>

Confirm program need and impact opportunity.



Understand key partner goals and priorities.

Establish a clear shared vision.

## Sustainability Readiness Toolkit: Strategic Vision

### Partner Priority Crosswalk



**Understand key partner goals and priorities.** Analyze the scope of partner missions and supporting strategies to identify program points of intersection and potential resource-sharing opportunities.

Key partner organization	Partner's vision statement	Supporting strategic goals	Partner implementation mechanisms (policies, work groups, etc.)
<i>Example: State workforce agency</i>	<i>All state citizens will have access to credentials/skills for career opportunities and employers will have access to the talent needed to thrive.</i>	<ul style="list-style-type: none"><li>• High school credential target total of X%</li><li>• Target labor market engagement percentage of X%</li></ul>	<ul style="list-style-type: none"><li>• State/local workforce development boards and job centers</li><li>• Industry or strategy-specific task forces or working groups (e.g., youth workforce committee, health care workforce task force),</li><li>• Supporting policies for strategic vision (e.g., supportive services, Labor Demand Occupations list)</li></ul>

Confirm program need and impact opportunity.

Understand key partner goals and priorities.



Establish a clear shared vision.

## Sustainability Readiness Toolkit: Strategic Vision

### Sustaining Vision Synthesis



**Establish a clear shared vision.** Identify common goals across key program partners to establish a shared vision for program success.

Themes	Notes
<i>What common words and/or goals are evident in partner vision statements?</i>	
<i>Which strategic goals can support or strengthen efforts across partners?</i>	
<i>Which goals or priorities may conflict with each other?</i>	
<i>What is the new stated vision/mission of the program?</i>	

# Peer Discussion



# Questions?

# Wrap Up & Upcoming Sessions

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# Upcoming Sustainability Workshops

## Funding Stability

- Wednesday, August 28th

## Partner Engagement

- Wednesday, September 11<sup>th</sup>

## Organizational Capacity

- Wednesday, September 4<sup>th</sup>

## Strategic Communication

- Wednesday, September 18th

*All Sustainability workshops are scheduled from 2:00-3:00 pm ET.*

# Thank you!