

Retaining Employment and Talent After Injury/Illness Network: Operational Planning and Implementation Guidance Checklist 2.0

Overview

Planning and implementing your demonstration project for the Retaining Employment and Talent After Injury/Illness Network (RETAIN) initiative requires attention across key categories. This resource is designed to guide and support RETAIN states in operational and implementation planning. The checklist is divided into 19 categories demonstrated to be key to assessing, verifying, and supporting readiness for implementation. Each category includes a brief description and guiding questions for related tasks, space to indicate the task's status (completed, in progress, or not applicable), and a section to note general next steps to address gaps or task areas still in progress.

The checklist can support states in broadly determining where they are and where they want to be in their operational planning to support their implementation of RETAIN. The checklist can be used at any point of the operational planning process and may be applied across RETAIN teams to help multisector partnerships understand key tasks that can support readiness for implementation throughout the state team. A [Summary of the Operational Planning and Guidance Checklist](#) is found on pages 30–31 of this guide.

In this document, return-to-work (RTW) coordinators are defined as RETAIN project staff who coordinate health care and employment-related supports and services. These individuals may also be described as health services coordinators, RTW navigators, or similar titles.

Categories

The checklist includes 18 categories:

1. [Planning for Scale-Up](#)
 - Project Action Planning
 - Project Budgeting
2. [Project Staffing Plans and Organizational Structure](#)
 - Project Staffing Plans
 - Organizational Structure

3. [Recruiting Partners and Defining Partnership Roles and Responsibilities](#)
 - Recruiting Partners
 - Defining Partnership Roles and Responsibilities
4. [Recruiting Care Providers](#)
 - Processes to Recruit Care Providers
 - Agreements, Contracts, or Memoranda of Understanding (MOUs) With Care Providers
5. [Recruiting Employers](#)
 - Processes to Recruit Employers
 - Agreements, Contracts, or MOUs With Employers
6. [Participant Eligibility, Identification, Recruitment, and Retention](#)
 - Establish Worker Eligibility Criteria for the RETAIN Program
 - Specify or Identify Sources of Referral
 - Systems and Processes for Identifying Eligible Workers
 - Processes to Recruit RETAIN Participants
 - Retention Plan
 - Recruitment and Enrollment Targets
7. [Roles and Processes of the Return-to-Work Coordinator or Health Services Coordinator](#)
 - Coordinator Roles and Processes
8. [Communication and Coordination](#)
 - Communication Plans
 - Communication Materials
 - RETAIN Awareness and Promotional Plan
9. [Clinical Practices to Support Stay-at-Work and Return-to-Work Goals](#)
 - Clinical Practices
 - Monitoring Clinical Practices
10. [Facilitating Adoption of Early Intervention Practices](#)
 - Implementation Strategies to Facilitate the Adoption of Best Practices
11. [Best Practices in Pain Management](#)
 - Pain Management
12. [Social Determinants of Health](#)

13. Culturally Responsive and Equitable Practices

- Culturally responsive practices

14. Training Initiatives, Modalities, and Delivery

- Training Initiatives and Content
- Coaching

15. Information Systems to Support Stay-at-Work and Return-to-Work Programs

- Information Systems

16. Continuous Quality Improvement Strategies

- Continuous Quality Improvement (CQI)

17. Risk Assessment and Risk Management Plan

- Risk Assessment and Risk Management Strategies

18. Planning for Sustainability

- Sustainability Strategies

Operational Planning and Implementation Guidance Checklist

1. Planning for Scale-Up	Yes	No	In Progress or NA
Project Action Planning			
<i>Planning for the expansion of your RETAIN program involves clearly defining all components of your model (e.g., training, coordination, health care services, workforce services) to understand how these components will be implemented, by whom, and to understand the context under which the program will be implemented. The planning process should also determine what tools or resources and partnerships will be needed to support this work so that project teams can plan accordingly.</i>			
<ul style="list-style-type: none"> Do you have an action plan that 			
<ul style="list-style-type: none"> Includes long- and short-term objectives with related benchmarks for all key elements of the project; 			
<ul style="list-style-type: none"> Specifies the pace of scale-up (gradual or rapid); and 			
<ul style="list-style-type: none"> Specifies how to build shared understanding, ownership, and buy-in for RETAIN among core project partners? 			
<ul style="list-style-type: none"> Have you engaged Phase 1 stakeholders (providers, employers, participants, etc.) to address challenges in Phase 1 and develop plans for Phase 2? 			
<ul style="list-style-type: none"> Do you have a plan for integrating lessons learned during Phase 1 into your plans for Phase 2? 			
<ul style="list-style-type: none"> Have you identified which program elements must be implemented to maintain the fidelity of your model (i.e., non-negotiables) and which elements can be modified or adapted for various contexts (e.g., geographic locations, health care partners)? 			
<ul style="list-style-type: none"> Have you conducted an environmental scan to determine if other regions would be appropriate for RETAIN? 			
<ul style="list-style-type: none"> Have you assessed the local context (e.g., economic, cultural, linguistic, political, programmatic) of the new regions and organizational settings to which you are expanding in Phase 2 to determine whether programmatic adaptations might be needed or whether the scale-up strategy needs to be adjusted? 			
<ul style="list-style-type: none"> Have you assessed existing and new regions and organizational settings for 			
<ul style="list-style-type: none"> Impending changes that could affect implementation, either positively or negatively, and 			
<ul style="list-style-type: none"> Potential constraints? 			
<ul style="list-style-type: none"> Have you identified existing training mechanisms at new sites that can be leveraged for RETAIN training? 			
<ul style="list-style-type: none"> Have you identified existing resources and infrastructure that could support implementation? 			

1. Planning for Scale-Up	Yes	No	In Progress or NA
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Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

Project Budgeting

Project planning involves establishing a budget that adequately accounts for all aspects of the project. Proper budgeting helps project operations flow more efficiently.

• Does your project budget account for the costs of all operational, programmatic, and administrative components of your program?			
• Have you identified potential areas of risk with regard to the budget and developed a plan to mitigate those areas of risk?			
• Do you have a process in place to review the budget regularly and make adjustments as needed?			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

2. Project Staffing Plans and Organizational Structure	Yes	No	In Progress or NA
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Project Staffing Plans

Project staffing plans are developed and used to allocate or dedicate human resources, knowledge, and experience to complete project tasks and achieve project goals.

• Have you specified			
How many project team members, positions, and/or full-time equivalents will be needed;			
What skills will be required;			
The roles and responsibilities of each position;			
What human resources are available, including competencies and workload capacities; and			
Position descriptions, including descriptions of responsibilities and needed knowledge and skills, that can be used to guide and manage the performance of			
RTW coordinators and			
Other positions?			

2. Project Staffing Plans and Organizational Structure	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Have you assigned staff roles and responsibilities to specific project personnel and/or defined positions, including roles of key positions (e.g., RTW coordinator)? 			
<ul style="list-style-type: none"> Have your descriptions of project-related positions been approved by the respective partner organizations and the RETAIN leadership team? 			
<ul style="list-style-type: none"> Have you specified target ratios of RTW coordinators to participating workers (i.e., care coordination caseloads)? 			
<ul style="list-style-type: none"> Is an onboarding process in place for new RETAIN employees (e.g., new RETAIN employees at partnering organizations, new RTW coordinators)? 			
<ul style="list-style-type: none"> Is there a contingency plan in place to address staff turnover or staff leaving the program, because of retirement or other reasons, for the following RETAIN staff: 			
<ul style="list-style-type: none"> Leadership team, 			
<ul style="list-style-type: none"> RTW coordinators, and 			
<ul style="list-style-type: none"> RETAIN staff at core partner organizations? 			
<ul style="list-style-type: none"> Have you considered how much time will be required to hire all new staff and factored this into your overall timeline for recruitment, enrollment, and implementation? 			
<ul style="list-style-type: none"> Have you determined whether your project needs to hire staff who have the expertise and skill sets to work with specific populations, and have you made plans to hire these staff? 			
<ul style="list-style-type: none"> Have you taken steps to ensure that institutional knowledge about the program is shared among multiple staff members? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			
<p>Organizational Structure <i>The project’s organizational structure can be visually depicted in a hierarchical chart and supported by written descriptions. The chart should illustrate the reporting and advisory relationships between different roles and positions in your state RETAIN project.</i></p>			
<ul style="list-style-type: none"> Does the organizational chart that you developed for your RETAIN proposal continue to be relevant and appropriate? 			
<ul style="list-style-type: none"> If the answer is “No” to the above question, have you identified the need to modify any parts of the organizational chart for your RETAIN project? 			
<ul style="list-style-type: none"> Have you established clear channels of communication among project team members, including between partnering agencies? 			

2. Project Staffing Plans and Organizational Structure	Yes	No	In Progress or NA
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- Does the organizational structure provide flexibility to adapt to change?

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

3. Recruiting Partners and Defining Partnership Roles and Responsibilities	Yes	No	In Progress or NA
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Recruiting Partners
Partnership recruitment includes identifying project partners that have the focus, services, and attributes needed to achieve your project goals and ensuring that appropriate memoranda of understanding (MOUs) or other agreements are in place.

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|---|--|--|--|
| • Have you and your partners taken time to review the services, skills, and resources you need; the goals you set; and what your project can offer for all partners? | | | |
| • Have you taken steps to assess potential partners based on their value statements and missions, the services they provide, their geographic service areas, and mutual benefits? | | | |
| • Do you have a strategy for building ownership, buy-in, and commitment among partners? | | | |
| • Have you identified local, statewide, or national organizations that would have an interest in partnering with your RETAIN program? | | | |
| • Have you identified program champions who will participate in education and outreach efforts to raise awareness and generate stakeholder support for RETAIN? | | | |
| • Do champions | | | |
| Have a deep understanding of your RETAIN program; | | | |
| Have the resources and materials needed to promote RETAIN; | | | |
| Have a broad sphere of influence; | | | |
| Cover new geographic regions, communities, and/or project sites; and | | | |
| Represent or have access to diverse stakeholder groups who might be interested in RETAIN? | | | |

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

3. Recruiting Partners and Defining Partnership Roles and Responsibilities	Yes	No	In Progress or NA
Defining Partnership Roles and Responsibilities			
<i>Defining partner roles includes (a) specifying the partner’s level of participation in the project, involvement in leadership and administration, involvement in decision-making, and assigned tasks and (b) determining the partnership structure and the application of financial and non-financial resources.</i>			
• Have you negotiated the parameters of the partnership, including partnership roles, responsibilities, and a shared vision of success?			
• Have you developed channels for open and honest communication with partners?			
• Have you identified team members who will be responsible for maintaining partner relationships?			
<i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i>			

4. Recruiting Care Providers	Yes	No	In Progress or NA
Processes to Recruit Care Providers			
<i>Recruitment involves specifying inclusion and exclusion criteria for health care agencies and/or providers; identifying health care agencies, systems, and providers that match the eligibility criteria for providers; conducting outreach; engaging health care providers in discussions about the RETAIN project; assessing interest in participation; and developing and negotiating participation agreements or MOUs.</i>			
• Have you developed specific expectations or guidelines for health care providers who participate in RETAIN?			
• Have you developed a recruitment plan for recruiting health care providers?			
Does this plan include			
Eligibility criteria,			
Recruitment targets,			
An outreach strategy, and			
A strategy to track the progress or effectiveness?			
• Have you allocated project team members to conduct outreach to health care providers?			
• Have you developed recruitment materials, communication messages, and/or other specific communication strategies that support your efforts to recruit health care providers?			

4. Recruiting Care Providers	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Does your outreach and recruitment plan include strategies to track progress or effectiveness? Does this plan specify 			
<ul style="list-style-type: none"> Standards and guidelines that indicate when the recruitment of health care providers is on track or is not on track, 			
<ul style="list-style-type: none"> A process for monitoring the effectiveness or other outcomes of the recruitment process, and 			
<ul style="list-style-type: none"> Who is responsible for monitoring and addressing challenges that emerge? 			
<ul style="list-style-type: none"> Have you identified health care providers that might participate in RETAIN? 			
<ul style="list-style-type: none"> Do you have someone on staff who is responsible for building and maintaining relationships with providers throughout the project, for example, listening for problems, providing on-the-spot training, and troubleshooting complaints from providers or from RETAIN participants about providers? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			
<p>Agreements, Contracts, or Memoranda of Understanding (MOUs) With Care Providers <i>MOUs are agreements between two or more entities that define the terms and responsibilities of each entity.</i></p>			
<ul style="list-style-type: none"> Have you developed a process or protocol for negotiating specific agreements, contracts, or MOUs with care providers or practices? 			
<ul style="list-style-type: none"> Have you developed a contract or MOU template that can be used to formalize partnerships with health care providers, practices, systems, or agencies? 			
<ul style="list-style-type: none"> Have you negotiated specific agreements, contracts, or MOUs with your partnering health services providers or practices? 			
<ul style="list-style-type: none"> Do you have a process for managing and monitoring agreements, contracts, or MOUs? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			

5. Recruiting Employers	Yes	No	In Progress or NA
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Process to Recruit Employers

Recruiting employers involves specifying inclusion and exclusion criteria for employers, identifying employers that match the eligibility criteria for employers, conducting outreach, engaging employers in discussions about the RETAIN project, assessing interest in participation, and developing and negotiating participation agreements or MOUs.

• Have you developed specific expectations or guidelines for employers who participate in RETAIN?			
• Have you developed an employer recruitment plan? Does the plan include			
Eligibility criteria,			
Recruitment targets,			
An outreach strategy, and/or			
A strategy to track the progress or effectiveness?			
• Have you allocated human resources or project team members to conduct outreach to health care providers?			
• Have you developed recruitment materials, communication messages, and/or other specific communication strategies that support your efforts to recruit employers?			
• Does your outreach and recruitment plan include strategies to track progress or effectiveness? Does this plan specify			
Standards and guidelines that indicate when the recruitment of health care providers is on track or is not on track,			
A process for monitoring the effectiveness or other outcomes of the recruitment process, and			
Who is responsible for monitoring and addressing challenges that emerge?			
• Have you identified employers that might participate in RETAIN?			
• Do you have someone on staff who is responsible for building and maintaining relationships with employers throughout the project?			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

Agreements, Contracts, or MOUs With Employers

MOUs are agreements between two or more entities that define the terms and responsibilities of each entity.

5. Recruiting Employers	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Have you developed a contract or MOU template that can be used to formalize partnerships with employers? 			
<ul style="list-style-type: none"> Have you negotiated specific agreements, contracts, or MOUs with your partnering employers? 			
<ul style="list-style-type: none"> Do you have a process for managing and monitoring agreements, contracts, or MOUs? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			

6. Participant Eligibility, Identification, Recruitment, and Retention	Yes	No	In Progress or NA
<p>Establish Worker Eligibility Criteria for the RETAIN Program</p>			
<p><i>Establishing worker eligibility criteria involves specifying a set of predefined characteristics that will be used to determine who can be included in the program. Characteristics may include whether injuries or illnesses are work- or non-work-related; types of injuries or illnesses; length of time since the injury or illness occurred; geographic location; and type of employment.</i></p>			
<ul style="list-style-type: none"> Have you developed specific worker eligibility criteria? 			
<ul style="list-style-type: none"> Have you developed and shared operational definitions of eligibility criteria so that all parties have a shared understanding of who can participate in RETAIN? 			
<ul style="list-style-type: none"> Have you identified or developed criteria, processes, interview questions, and/or tools to assess a worker’s potential risk of leaving the workplace? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			

<p>Identify Referral Sources</p>			
<p><i>Identifying referral sources involves specifying which stakeholders (e.g., health care organizations or providers, employers, workers) or methods will be used to refer workers to your RETAIN project.</i></p>			
<ul style="list-style-type: none"> Have you identified health services organizations, departments, and/or care providers who are expected to refer participants in RETAIN? 			
<p>Is there a specific agreement in place that specifies their roles and responsibilities?</p>			

6. Participant Eligibility, Identification, Recruitment, and Retention	Yes	No	In Progress or NA
<ul style="list-style-type: none"> If you plan to have employers refer participants, have you identified specific employers who will refer eligible workers to RETAIN? 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Is there a specific agreement in place that specifies the employer’s roles and responsibilities? 			
<ul style="list-style-type: none"> If you plan to have workforce systems refer participants, have you identified specific agencies who will refer eligible workers to RETAIN? 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Is there a specific agreement in place that specifies their roles and responsibilities? 			
<ul style="list-style-type: none"> If you plan to use a nurse hotline or other form of hotline to identify participants, have you established this mechanism? 			
<ul style="list-style-type: none"> If you plan to allow people to self-refer to RETAIN, have you specified a mechanism for this approach (e.g. a nurse hotline)? 			
<ul style="list-style-type: none"> Have you identified other referral sources that are not specified above? <ul style="list-style-type: none"> If yes, have these strategies been identified and planned? 			
<ul style="list-style-type: none"> Do you have someone on your team who is responsible for establishing and maintaining relationships with referral sources? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			
<p>Systems and Processes for Referral Sources to Identify Eligible Workers</p>			
<p><i>Identifying eligible workers involves having systems and processes for referral sources that allow for early identification of eligible workers or patients.</i></p>			
<ul style="list-style-type: none"> For the referral sources identified above, have you developed systems and processes for screening and/or identifying eligible workers in the respective settings: 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Health services organizations, departments, and/or care providers; 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Employers; 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Workforce systems; and 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Self-referrals (e.g. nurse hotline)? 			
<ul style="list-style-type: none"> Do you plan to screen electronic health records or monitor appointment schedules in clinical settings to identify potentially eligible participants? 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> If yes, have you developed structures and/or processes to implement this as one part of your recruitment strategy? 			

6. Participant Eligibility, Identification, Recruitment, and Retention	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Do you plan to use clinical decision support tools, provider or employer reminders, care pathways, algorithms, or other tools to identify potentially eligible participants? 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> If yes, have you developed specific plans and strategies to implement such tools? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			
<p>Processes to Recruit RETAIN Participants</p> <p><i>Participant recruitment processes involve communicating with potentially eligible patients or workers about RETAIN, describing the project, eliciting potential interest in the project, asking if the individual will participate, conducting informed consent, documenting recruitment efforts and results, and completing other recruitment steps.</i></p>			
<ul style="list-style-type: none"> Have you developed a written procedure that describes the steps to recruit RETAIN participants? 			
<ul style="list-style-type: none"> Does your recruitment plan include resources (e.g., scripts, frequently asked questions) to help systematically communicate information about the research study component of RETAIN? 			
<ul style="list-style-type: none"> Have you developed a specific communication plan or script for RTW coordinators that describes RETAIN to potential participants? 			
<ul style="list-style-type: none"> Have you developed scripts or other resources to help health care providers quickly communicate information about RETAIN to injured and ill workers? This could include 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Referring participants to RETAIN, 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Explaining why the worker was referred, and encouraging participation, 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Describing the patient’s role in functional recovery and SAW/RTW, and 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Describing the importance of employment as a health outcome. 			
<ul style="list-style-type: none"> Have you developed scripts or other resources to support employers to quickly communicate information about RETAIN to injured and ill workers? This could include 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Referring participants to RETAIN, 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Explaining why they were referred and encouraging participation, and 			
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Explaining how the RETAIN works with employers to support injured or ill workers. 			
<ul style="list-style-type: none"> Have you developed plans and processes to conduct informed consent with potential participants? 			

6. Participant Eligibility, Identification, Recruitment, and Retention	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Do you have a plan for individuals who are interested but not eligible for RETAIN (i.e., will you provide any resources, referrals, or other non-RETAIN supports)? 			
<ul style="list-style-type: none"> Do you have plans to use incentives to encourage participation? 			
<ul style="list-style-type: none"> Has the incentive structure been defined? 			
<ul style="list-style-type: none"> Have you developed a clear process for how incentives will be delivered and tracked? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			
<p>Retention Plan</p> <p><i>Recruitment and enrollment are the first steps for getting injured or ill workers involved in your RETAIN project. However, retention is equally important. When participants drop out of the project, this leaves a shortfall in the target enrollment numbers and increases the recruitment burden. Having a plan in place to promote retention will help states to address issues that arise. In addition, understanding when and why participants leave the program should be an integral part of a state’s continuous quality improvement process.</i></p>			
<ul style="list-style-type: none"> Have you developed a retention plan? If yes, does this plan 			
<ul style="list-style-type: none"> Specify when a participant is considered a dropout, 			
<ul style="list-style-type: none"> Include a strategy for gathering data on why participants dropout out of RETAIN, 			
<ul style="list-style-type: none"> Include strategies to minimize dropout of participants in the intervention group, and 			
<ul style="list-style-type: none"> Include strategies to minimize dropout of participants in the control group? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			
<p>Recruitment and Enrollment Targets</p> <p><i>Recruiting the appropriate number of participants to fulfill sample size requirements is critical for a valid evaluation. Failing to meet desired samples sizes can result in invalid or inconclusive results. This can also cause significant project delays, which can be costly. Setting recruitment targets will help projects to monitor the pace and success of their recruitment and enrollment efforts so that they can adjust their strategies as needed.</i></p>			
<ul style="list-style-type: none"> Did you use the most up-to-date data to determine your recruitment targets? 			

6. Participant Eligibility, Identification, Recruitment, and Retention	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Have you set realistic monthly recruitment targets (e.g., number of participants per provider or practice per month) to help stay on track to meet your proposed sample size? 			
<ul style="list-style-type: none"> Have you developed a plan to adjust recruitment and enrollment strategies if your team does not meet this target consistently (e.g., target not met for more than 3 months)? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			

7. Roles and Processes of the Return-to-Work Coordinator or Health Services Coordinator	Yes	No	In Progress or NA
<p>Coordinator Roles and Processes</p>			
<p><i>Roles and processes for the RTW coordinator refer to the policies and procedures intended to help coordinators achieve project goals through actions, such as sharing information about enrolled participants in a timely manner with health systems and employers, linking patients or workers with needed services to support health and SAW/RTW goals, working with employers on job-task or workplace modifications or other accommodations to support ongoing employment, and monitoring the progress of patients and workers.</i></p>			
<ul style="list-style-type: none"> Have you developed structures and processes to help facilitate collaboration between RTW coordinators and participating employers, health services providers, workforce agencies, and other agencies? 			
<ul style="list-style-type: none"> Have you developed structures and processes to help facilitate collaboration and learning among RTW coordinators? 			
<ul style="list-style-type: none"> Do you have a process to assess barriers to SAW/RTW and develop a plan to overcome them? 			
<ul style="list-style-type: none"> Have you developed a standardized guide for initial evaluations and risk assessments of participants that may drive the types of services provided? 			
<ul style="list-style-type: none"> Have you developed scripts for RTW coordinators for each type of visit (e.g. initial evaluation, RTW planning, periodic reassessment, etc.)? 			
<ul style="list-style-type: none"> Have you developed a standardized format for SAW/RTW plans and expectations or criteria for revising them over time? 			
<ul style="list-style-type: none"> Have you established escalation triggers (e.g. conflict, disagreement, participant dissatisfaction or other signs of trouble) for when RTW coordinators should alert or seek assistance from their supervisors or other internal clinical resources (e.g. Medical Advisor or other health care professionals)? 			

7. Roles and Processes of the Return-to-Work Coordinator or Health Services Coordinator	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Have you developed sample interactions and interventions that RTW coordinators can use to address or resolve specific obstacles to recovery and RTW, which may include referrals to outside services? 			
<ul style="list-style-type: none"> Have you developed strategies, processes, and written guidance or scripts to use when engaging with external parties involved with the participant’s situation? 			
<ul style="list-style-type: none"> Have you developed strategies, tools, and/or resources to support RTW coordinators in working with employers on SAW/RTW best practices, such as 			
<ul style="list-style-type: none"> Assigning lighter or modified duties, 			
<ul style="list-style-type: none"> Adjusting work schedules and tasks, 			
<ul style="list-style-type: none"> Modifying the worksite, 			
<ul style="list-style-type: none"> Developing a progressive plan for work responsibilities, and 			
<ul style="list-style-type: none"> Documenting SAW/RTW activities? 			
<ul style="list-style-type: none"> Have you identified the appropriate agencies and programs that participants can be referred to if they need workforce services (e.g., American Job Centers, vocational rehabilitation services, adult job training programs, career development services) 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			

8. Communication and Coordination	Yes	No	In Progress or NA
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Communication Plans

Communication plans outline approaches to facilitate two-way sharing of information among project partners and participants, suggest sample messages and tools, and specify the communication channels that may be used.

<ul style="list-style-type: none"> Have you developed communication plans that outline strategies for exchanging information between RETAIN staff and the following audiences: <ul style="list-style-type: none"> a. Project partners If yes, please list: _____ b. Employers c. Health systems or providers d. Workers or participants e. Or other state agencies and programs If yes, please list: _____ 			
<ul style="list-style-type: none"> Does your communication plan include a timeline for summarizing and sharing program data with RETAIN staff on a regular (e.g., quarterly) basis? 			
<ul style="list-style-type: none"> Do you have a process for disseminating information about program activities, updates, and accomplishments (e.g., website, newsletter, conference)? 			
<ul style="list-style-type: none"> Does your communication plan include strategies for reaching traditionally underserved populations, with attention to geographic, cultural, and linguistic considerations? 			
<ul style="list-style-type: none"> Do you have a process for updating program materials as needed? 			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

Communication Materials

Communication materials support your communication plans. They should include thoughtfully developed messages and are often enhanced by creative elements. Materials can take many forms and should be targeted to their intended audiences.

<ul style="list-style-type: none"> Have you developed targeted messaging for each audience (above)? 			
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8. Communication and Coordination	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Have you vetted your materials with stakeholders that represent the intended audience? 			
<p>Communication and Coordination Strategies <i>Communication and coordination strategies focus on sharing information between project partners, such as health systems and employers, regarding enrolled participants.</i></p>			
<ul style="list-style-type: none"> Have you developed a communication and coordination plan to facilitate coordination of SAW/RTW services between 			
<ul style="list-style-type: none"> Care providers and employers, 			
<ul style="list-style-type: none"> Participants and health care providers, 			
<ul style="list-style-type: none"> Participants and employers, and 			
<ul style="list-style-type: none"> The multiple care providers who are caring for the same RETAIN participant? 			
<ul style="list-style-type: none"> Does your communication and coordination plan include a strategy for information sharing that 			
<ul style="list-style-type: none"> Reinforces best practices, 			
<ul style="list-style-type: none"> Has a mechanism for health care providers to communicate barriers to SAW/RTW, and 			
<ul style="list-style-type: none"> Creates opportunities for continuous learning among project staff and partners? 			
<p>RETAIN Awareness and Promotional Plan <i>An awareness and promotional plan helps your project team to increase knowledge, understanding, and buy-in for RETAIN beyond project partners and stakeholders who are directly involved with the program. Building awareness could help to put a project in a better position for sustainability beyond the funding period.</i></p>			
<ul style="list-style-type: none"> Have you identified additional stakeholders who may be interested in supporting or promoting RETAIN (e.g., policy makers, advocacy groups, professional organizations)? 			
<ul style="list-style-type: none"> Have you developed an awareness and promotional plan that describes 			
<ul style="list-style-type: none"> The successes of your RETAIN program; 			
<ul style="list-style-type: none"> The relevance for or the needs addressed by RETAIN from various stakeholder perspectives, including policy makers; 			
<ul style="list-style-type: none"> The relative advantages of RETAIN (e.g., cost-effectiveness); and 			
<ul style="list-style-type: none"> How RETAIN is compatible with the goals, values, and existing initiatives of stakeholders? 			

8. Communication and Coordination	Yes	No	In Progress or NA
<i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i>			

9. Clinical Practices to Support Stay-at-Work and Return-to-Work Goals	Yes	No	In Progress or NA
Clinical Practices			
<i>Clinical practices include patient interview approaches, assessment techniques, functional assessments, pain assessment, health care interventions, treatment strategies, patient-centered or family-centered communication strategies, care coordination, and other interventions used by clinicians and other health care professionals.</i>			
<ul style="list-style-type: none"> Do you have the staff with sufficient expertise to develop clinical plans and processes that support SAW/RTW goals? 			
<ul style="list-style-type: none"> Have you conducted a needs assessment to identify the needs of participating clinicians and other health care workers, in existing and expanded regions, with respect to SAW/RTW activities? Does the assessment identify <ul style="list-style-type: none"> Their current SAW/RTW practices, Their perceived needs, and Needs identified by RETAIN staff? 			
<ul style="list-style-type: none"> Do you have processes to engage and assist new clinical partner organizations in modifying their existing clinical and/or operational processes or practices to meet RETAIN-relevant needs, systems, and circumstances? 			
<ul style="list-style-type: none"> Do you have processes to support clinicians in documenting RETAIN-related data, observations, assessments, actions, and plans? 			
<ul style="list-style-type: none"> If your program includes worker compensation claimants, have you worked collaboratively with clinicians and/or support personnel to refine the process for completing and submitting a Report of Accident (ROA), First Report of Injury (FROI), or other equivalent form, in two business days or less, for any RETAIN participant? 			
<ul style="list-style-type: none"> Have you developed processes or strategies to engage others, who are involved in the participants care, with the participant’s consent, such as <ul style="list-style-type: none"> Family members, Patient advocates, and Others? 			

9. Clinical Practices to Support Stay-at-Work and Return-to-Work Goals	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Have you developed a process to support clinicians in their efforts to assess barriers to the worker staying at work or returning to work and to collaboratively create a plan to overcome potential obstacles? 			
<ul style="list-style-type: none"> Have you identified and/or developed tools and resources to support clinicians in their efforts to develop and write an activity plan that communicates the worker’s ability to participate in work activities, including activity or work restrictions, and the provider’s treatment plans? <i>(Examples of content for an activity plan include date of release to usual job or modified duty, quantitative limitations in ability to do a variety of generic tasks, any required adjustments to work schedules or environment, expected duration.)</i> 			
<ul style="list-style-type: none"> Do you have internal clinical resources with SAW/RTW expertise to support the RTW coordinators by 			
<ul style="list-style-type: none"> Providing insight on individual cases and 			
<ul style="list-style-type: none"> Participating in “rounds” or case reviews to provide clinical input and identify opportunities for process improvement? 			
<ul style="list-style-type: none"> Do you have an external medical advisory group? This group can serve many purposes, for example, to give feedback, suggest improvements, help promote RETAIN to the medical community, or serve as consultants. 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			

Monitoring Clinical Practices

As part of RETAIN, providers are required to be trained in SAW/RTW best practice. Monitoring these activities is necessary to determine whether providers are maintaining the fidelity of the program model.

<ul style="list-style-type: none"> Have you developed a plan and/or processes to monitor the frequency with which RETAIN providers use recommended and required SAW/RTW best practices? 			
<ul style="list-style-type: none"> Have you developed a plan to help support RETAIN providers who are not implementing SAW/RTW best practices according to your program model? 			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

10. Facilitating Adoption of Early Intervention Practices	Yes	No	In Progress or NA
Implementation Strategies to Facilitate the Adoption of Best Practices			
<i>Implementation strategies are special interventions aimed at promoting behavior change among health professionals and others. These strategies are closely related to the concept of knowledge translation that involves taking research results and applying them in practice. Examples of implementation strategies include provider-reminder systems or clinical decision-support tools, academic detailing or educational outreach visits, audit and feedback, and use of financial incentives and/or penalties.</i>			
<ul style="list-style-type: none"> Do you have plans to use financial incentives to encourage participating health care providers to implement best practices in occupational health? 			
<i>If yes, describe what types of financial incentives you plan to use and what behaviors or actions will be incentivized:</i>			
<ul style="list-style-type: none"> Do you have plans to use nonfinancial incentives to encourage participating health care providers to implement best practices in occupational health? 			
<i>If yes, describe what types of nonfinancial incentives you plan to use and what behaviors or actions will be incentivized:</i>			
<ul style="list-style-type: none"> Do you have a plan to use educational outreach strategies (e.g. academic detailing) to support implementation of RETAIN processes in clinical practices? 			
<ul style="list-style-type: none"> Do you have a plan to use provider reminder systems or clinical decision-support tools to support clinician-related tasks and interventions? 			
<ul style="list-style-type: none"> Do you have a plan to build a learning community among health care providers and/or other SAW/RTW service providers to increase mastery around work disability prevention? 			
<ul style="list-style-type: none"> Do you have a plan for ongoing training for health care providers and other SAW/RTW service providers who are interested in more in-depth training on specific SAW/RTW best practices (e.g., motivational interviewing, writing activity prescriptions supporting workers compensation claimants, pain management)? 			
<ul style="list-style-type: none"> Have you developed a “Playbook” of SAW/RTW best practices that SAW/RTW service providers can use to address specific SAW/RTW issues, either independently or with the direct support of the RTW coordinator? Do you have “playbook” for 			
<ul style="list-style-type: none"> Clinicians, 			
<ul style="list-style-type: none"> Employers, and 			
<ul style="list-style-type: none"> Other service providers? 			

10. Facilitating Adoption of Early Intervention Practices	Yes	No	In Progress or NA
<i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i>			

11. Best Practices in Pain Management	Yes	No	In Progress or NA
Pain Management			
<i>Pain management includes methods for assessing pain sensations and possible functionality and methods—which may include the use of prescription medications and/or over-the-counter medications, physical methods, mindfulness, and/or biopsychosocial and/or psychological methods—to prevent, reduce, or stop the sensation of pain.</i>			
• Have you conducted an assessment to identify clinicians’ needs related to pain assessment and management?			
• Have you assembled tools and/or resources to support clinicians with the delivery of best practices related to pain assessment and pain management? These may include			
Practice guidelines for pain treatment, humane or safe de-prescribing from polypharmacy, and weaning off opioids; and			
Guidance on safe or medically- and legally-appropriate SAW/RTW practices for participants on pain medications that affect cognitive function or judgment?			
• Have you assembled resources to educate participants about pain and pain management? This may include information about			
The nature of pain and the difference between acute and chronic pain,			
Self-care and self-management of symptoms, and			
Living and working successfully with pain.			
• Have you assembled resources to offer participants who need assistance with disabling or nondisabling chronic pain? These may include			
Names of practitioners who provide nonmedication or noninvasive pain treatment,			
Contact information for substance abuse treatment programs and practitioners offering both abstinence and medication-assisted treatment, and			
Contact information for support groups			

11. Best Practices in Pain Management	Yes	No	In Progress or NA
<i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i>			

12. Social Determinants of Health	Yes	No	In Progress or NA
Social Determinants of Health <i>Social determinants of health refers to the conditions in the environment that affect health, functioning, and quality-of-life risks and outcomes. Conditions include economic stability, education access and quality, health care access and quality, neighborhood, and social and community context. These factors can play an important role in a participant’s RTW trajectory.</i>			
<ul style="list-style-type: none"> Do you have a process or screening tools to help RTW coordinators, clinicians, or other RETAIN team members assess social determinants of health? 			
<ul style="list-style-type: none"> Have you identified community-based and other resources to help RTW coordinators, clinicians, or other RETAIN team members assist participants with their social needs? 			
<ul style="list-style-type: none"> Have you developed a referral process to connect participants to services that can address their social needs? 			
<i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i>			

13. Culturally Responsive and Equitable Practices	Yes	No	In Progress or NA
Culturally Responsive Practices <i>Culturally responsive practices refers to the ability to understand and respond effectively to the cultural and linguistic needs of a participant. Such practices foster improved effectiveness in cross-cultural situations and establish a foundation for creating a more inclusive, equitable, and positive experience for patients.</i>			
<ul style="list-style-type: none"> Have you conducted an assessment to determine whether there are unique cultural and/or linguistic needs of the populations that you will serve and used this information to inform 			
<ul style="list-style-type: none"> Outreach materials, 			
<ul style="list-style-type: none"> Hiring staff, 			
<ul style="list-style-type: none"> Staff training, 			

13. Culturally Responsive and Equitable Practices	Yes	No	In Progress or NA
Provider training, and			
Employer training?			
<ul style="list-style-type: none"> Do you have a process to assess whether a participant might need accommodations to effectively engage in RETAIN services (e.g., website accessibility, closed captioning, and assistive technology and equipment)? 			
<ul style="list-style-type: none"> If you conduct services virtually, do you have a process to assess the participants' access to technology, preferences, and technological literacy? 			
<ul style="list-style-type: none"> Are program outreach materials translated into the different languages that are spoken in the community? 			
<ul style="list-style-type: none"> Are all program materials developed to be easily accessed and understood by all users, including those with low literacy or health literacy skills, limited English proficiency, or who have a hard time processing complex health information? 			
<ul style="list-style-type: none"> Does your program offer translation or interpretation services? 			
<ul style="list-style-type: none"> Do you have strategies in place to get services to individuals in rural or hard-to-reach areas? 			
<ul style="list-style-type: none"> Have you examined your data to determine if you are reaching historically underserved or unserved populations and, if so, developed an outreach plan for these groups? 			
<ul style="list-style-type: none"> Have your RETAIN staff been trained in culturally responsive practices? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the "No" or "In Progress or NA" columns:</i></p>			

14. Training Initiatives, Modalities, and Delivery	Yes	No	In Progress or NA
<p>Training Initiatives and Content</p>			
<p><i>Training initiatives for target audiences involve planning and implementing educational and/or coaching processes that may incorporate a range of modalities for the RETAIN leadership team, RETAIN employees, health care providers and their support staff, employers, and other stakeholders as needed.</i></p>			
<ul style="list-style-type: none"> Has your program identified and/or assigned personnel who are responsible for training-related activities such as 			
<ul style="list-style-type: none"> Developing goals, learning objectives, content; 			
<ul style="list-style-type: none"> Scheduling and presenting trainings; 			
<ul style="list-style-type: none"> Tracking and monitoring participation in training; 			

14. Training Initiatives, Modalities, and Delivery	Yes	No	In Progress or NA
Evaluating training processes and outcomes			
<ul style="list-style-type: none"> Have you developed a training plan that includes 			
A schedule for training and retraining RTW coordinators,			
A schedule for training and retraining care providers,			
A schedule for training and retraining employers,			
A schedule for training and retraining other project staff or stakeholders,			
A plan or process for monitoring and tracking delivery and participation,			
A process for evaluating and improving training initiatives, and			
Technology support for online training?			
<ul style="list-style-type: none"> Have you identified training needs and topics and specified training goals or learning objectives for each target audience: 			
Participating care providers, other health care professionals, and health care support staff;			
Employers;			
RTW coordinators;			
RETAIN project team members;			
Care provider recruitment team members;			
Workforce agencies; and			
Community members and/or other stakeholders (if needed)?			
<ul style="list-style-type: none"> Have you identified training modalities that will best match the needs of each target audience? 			
<ul style="list-style-type: none"> Have you developed different types of trainings—such as informational or factual briefings, big-picture trainings, and instructional sessions that focus on a specific skill—to meet various training needs? 			
<ul style="list-style-type: none"> Have you developed training content for specific topics, such as 			
Importance of staying-at-work or returning-to-work for the worker, employer, and society;			
RETAIN project overview;			
Health Insurance Portability and Accountability Act (HIPAA);			
Human subjects training, such as the Collaborative Institutional Training Initiative (CITI) program;			
Informed consent as a process;			

14. Training Initiatives, Modalities, and Delivery	Yes	No	In Progress or NA
Strategies to protect the privacy of participants;			
Strategies to successfully recruit participants;			
Refusal conversion (for participant recruitment);			
Strategies to recruit care providers;			
Motivational interviewing and other communication skills;			
Best practices in occupational health;			
Best practices in pain management;			
Best practices in functional assessment;			
Clinician and RTW coordinator developing recommendations for SAW/RTW;			
Clinician and RTW coordinator developing and writing an activity plan that communicates the worker’s ability to participate in work activities, including activity and work restrictions, and the provider’s treatment plans;			
RETAIN project processes;			
Actions and best practices that employers can take to facilitate SAW/RTW;			
Care coordination and case management strategies;			
Quality improvement or performance improvement strategies (general);			
Quality improvement or performance improvement strategies (specific to the program);			
Project documentation (e.g., for RTW coordinators, health care providers, others);			
Methods for collecting valid and reliable data;			
Methods and processes for transmitting program data; and			
Others (describe)?			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

14. Training Initiatives, Modalities, and Delivery	Yes	No	In Progress or NA
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Coaching

As new RTW coordinators and other staff join RETAIN projects, having a process to coach these staff will help to support the fidelity of the model and promote staff satisfaction and will help to reduce staff turnover rates.

• Has your program identified and/or assigned personnel who are responsible for coaching new project staff?			
• Have you developed a coaching plan that outlines			
Coaching strategies,			
Frequency of contact,			
Duration of coaching,			
A plan or process for monitoring and tracking coaching activities,			
A plan and process to evaluate and improve coaching initiatives, and			
A plan to sustain coaching initiatives?			
• Have you identified specific needs or focus areas for coaching initiatives for each target audience, including			
Participating care providers,			
RTW coordinators,			
RETAIN project team members,			
Care provider recruitment team members,			
Workforce agencies, and			
Other stakeholders (if needed)?			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

15. Information Systems to Support Stay-at-Work and Return-to-Work Programs	Yes	No	In Progress or NA
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Information Systems

Computerized systems and other systems or processes are designed to collect, store, track, share, and distribute specific information, such as systems to support participant identification and enrollment, track participant progress and outcomes, and document RTW coordinator assessments, actions, interventions, outcomes, and plans.

<ul style="list-style-type: none"> Have you developed plans for project-related information systems that may be used to 			
Identify potentially eligible participants;			
Track the recruitment of participants, employers, and/or health care providers;			
Document case coordination and care management services;			
Share information across systems or partners;			
Monitor and evaluate the progress and outcomes of project; and			
Support performance improvement?			
<ul style="list-style-type: none"> Do you have a system for documenting and tracking participant recruitment activities? 			
<ul style="list-style-type: none"> Do you have a system for tracking employer recruitment? If so, does this system include 			
Tracking of employer training and			
Aggregate reporting capabilities?			
<ul style="list-style-type: none"> Do you have a system for tracking provider recruitment? Does this system include 			
Tracking of provider training and			
Aggregate reporting capabilities?			
<ul style="list-style-type: none"> Have you developed a scalable system for identifying, screening, and enrolling participants? If so, does this system 			
Have aggregate reporting capabilities and			
Allow you to track all the necessary data (e.g., participant’s name and contact information, federal RETAIN eligibility requirements data, injury or illness, referral method or source, etc.)?			
<ul style="list-style-type: none"> Have you developed a scalable system to conduct care coordination and care management services, including referrals to the workforce system when appropriate? 			
<ul style="list-style-type: none"> Are your care management and recruiting system integrated? 			

15. Information Systems to Support Stay-at-Work and Return-to-Work Programs	Yes	No	In Progress or NA
• Do your information systems for RETAIN have sufficient data integrity?			
• Are your data contained in a database management system that is backed up and stored either on premise or in the cloud?			
• Does your information system have adequate security for the type of data that is stored?			
• Does your information system follow all the necessary security guidelines (HIPAA, personally identifiable information (PII), etc.)?			
• Does your data collection process include a strategy to reduce data entry errors (e.g., double entry)?			
• Have you developed plans to reduce the burden of manual data entry?			
• Have you developed plans to integrate new health or workforce partners into your current information systems for recruitment and care management?			
• Does your data system support project monitoring and continuous quality improvement around data collection, analysis, and reporting, for instance, to track participant risk assessment scores, barriers to SAW/RTW, types and total number of services delivered, duration of time in the program, outcomes at the time of program exit, and others?			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

16. Continuous Quality Improvement Strategies	Yes	No	In Progress or NA
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Continuous Quality Improvement (CQI)

CQI is a cyclical process that aims to promote continuous improvement among organizations, systems, and projects. The process generally involves setting goals, developing plans, measuring progress and outputs or outcomes, making improvements based on what is learned, and repeating this process to continuously improve effectiveness and efficiency. The CQI process also supports sustainability by identifying areas for improvement and areas of strength and by keeping the project team aware of and responsive to changes in the internal and external program environments.

<ul style="list-style-type: none"> Do you have plans to track and monitor process and performance? If so, does the plan include a strategy for tracking both process and outcome measures, such as 			
Stakeholder satisfaction (participant, care provider, employer, partners),			
Stakeholder engagement,			
Communication and outreach efforts,			
Recruitment and enrollment,			
SAW/RTW coordination,			
Use of SAW/RTW best practices, and			
Employment outcomes at time of exit (overall and separately by worker characteristics, duration of program services, intensity of program services, etc.)?			
<ul style="list-style-type: none"> Have you identified who will be responsible for CQI data collection and reporting across all sites or regions? 			
<ul style="list-style-type: none"> Are you using a specific performance improvement approach or strategy, such as Plan-Do-Study-Act or Six Sigma and Lean? 			
<ul style="list-style-type: none"> Are selected staff trained on your chosen CQI strategies? 			
<ul style="list-style-type: none"> Do you have a process that permits the Leadership Team to easily access data and/or data summaries so it can regularly review data and monitor program efforts? 			
<ul style="list-style-type: none"> Have you determined whether resources or expertise from partner organizations can be leveraged to support CQI activities? 			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

17. Risk Assessment and Risk Management Plan	Yes	No	In Progress or NA
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Risk Assessment and Risk Management Strategies

Risk assessment and management strategies examine how programmatic risks can affect the short- and long-term impact of a project. Having a plan helps project teams to identify potential challenges and roadblocks.

<ul style="list-style-type: none"> Have you developed a risk assessment and management plan to help identify potential risk factors that might jeopardize expansion, hinder effective implementation of your RETAIN program, or compromise the effectiveness of your services? If so, does this plan 			
Specify who is responsible for risk assessment and management,			
Identify immediate risks,			
Create a risk profile that prioritizes identified risks,			
Include a risk mitigation strategy for priority risks,			
Include a risk management communications protocol, and			
Specify a strategy for reviewing and updating the plan?			

Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:

18. Planning for Sustainability	Yes	No	In Progress or NA
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Sustainability Strategies

Sustainability strategies involve the institutionalization of a state’s RETAIN program in existing structures (e.g., policies, health systems, budgets) so that the program continues to deliver services that support early intervention of injured workers and a timely RTW. Planning for sustainability should be a central component of initial and ongoing program planning.

<ul style="list-style-type: none"> Have you identified which components of your program have contributed to success and must be sustained to achieve your SAW/RTW goals? 			
<ul style="list-style-type: none"> Have you identified mechanisms or strategies to sustain core RETAIN components, such as 			
Mechanisms or strategies within health care systems,			
Mechanisms or strategies within workforce development entities, and /or			
Mechanisms or strategies within other systems?			

18. Planning for Sustainability	Yes	No	In Progress or NA
<ul style="list-style-type: none"> Do you have a plan to work with health care providers to integrate SAW/RTW best practices into their standards, policies, practices, and procedures? 			
<ul style="list-style-type: none"> Do you have a plan to work with employers to integrate SAW/RTW best practices and into their policies, practices, and procedures? 			
<ul style="list-style-type: none"> Have you identified existing resources that can be leveraged to help implement your RETAIN program beyond the funding period? 			
<ul style="list-style-type: none"> Have you identified which program components will require ongoing funding to be sustained? 			
<ul style="list-style-type: none"> If additional funding will be needed to support specific components of your RETAIN project, have you 			
<ul style="list-style-type: none"> Identified potential funding sources and/or 			
<ul style="list-style-type: none"> Gathered sufficient data and used it to help build a case for RETAIN? 			
<ul style="list-style-type: none"> Have you engaged program champions to make the case for RETAIN? 			
<ul style="list-style-type: none"> Have you identified local, state, or national initiatives that are aligned with RETAIN and created a plan to connect your program to these initiatives? 			
<p><i>Describe how you intend to complete the step(s) with checkmarks in the “No” or “In Progress or NA” columns:</i></p>			

Summary of Operational Planning and Implementation Guidance Checklist

	Yes	No	In Progress or NA
1. Planning for Scale-Up			
▪ Project Action Planning			
▪ Project Budgeting			
2. Project Staffing Plans and Organizational Structure			
▪ Project Staffing Plans			
▪ Organizational Structure			
3. Recruiting Partners and Defining Partnership Roles and Responsibilities			
▪ Recruiting Partners			
▪ Defining Partnership Roles and Responsibilities			
4. Recruiting Care Providers			
▪ Processes to Recruit Care Providers			
▪ Agreements, Contracts, or MOUs With Care Providers			
5. Recruiting Employers			
▪ Processes to Recruit Employers			
▪ Agreements, Contracts, or MOUs With Employers			
6. Participant Eligibility, Identification, Recruitment, and Retention			
▪ Establish Worker Eligibility Criteria for the RETAIN Program			
▪ Specify or Identify Sources of Referral			
▪ Systems and Processes for Identifying Eligible Workers			
▪ Processes to Recruit RETAIN Participants			
▪ Retention Plan			
▪ Recruitment and Enrollment Targets			
7. Roles and Processes of the Return-to-Work Coordinator or Health Services Coordinator			
▪ Coordinator Roles and Processes			
8. Communication and Coordination			
▪ Communication Plans			
▪ Communication Materials			
▪ RETAIN Awareness and Promotional Plan			
9. Clinical Practices to Support Stay-at-Work and Return-to-Work Goals			

	Yes	No	In Progress or NA
▪ Clinical Practices			
▪ Monitoring Clinical Practices			
10. Facilitating Adoption of Early Intervention Practices			
▪ Implementation Strategies to Facilitate the Adoption of Best Practices			
11. Best Practices in Pain Management			
▪ Pain Management			
12. Social Determinants of Health			
13. Culturally Responsive and Equitable Practices			
▪ Culturally Responsive Practices			
14. Training Initiatives, Modalities, and Delivery			
▪ Training Initiatives and Content			
▪ Coaching			
15. Information Systems to Support Stay-at-Work and Return-to-Work Programs			
▪ Information Systems			
16. Continuous Quality Improvement Strategies			
▪ Continuous Quality Improvement (CQI)			
17. Risk Assessment and Risk Management Plan			
▪ Risk Assessment and Risk Management Strategies			
18. Planning for Sustainability			
▪ Sustainability Strategies			

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