

RETAIN WORKS

Retaining
Employment
and Talent After
Injury/Illness
Network

Program Guide



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RETAINWORKS is funded by the U.S. Department of Labor and the Social Security Administration under a grant award of \$21,600,000 to the Kansas Department of Commerce that will be incrementally provided. 100% of grant funding is from U.S. Federal funds.

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ABOUT RETAIN

RETAINWORKS is part of the national Retaining Employment and Talent After Injury/Illness Network (RETAIN), a federally funded initiative exploring stay-at-work/return-to-work (SAW/RTW) strategies. SAW/RTW strategies are a priority for the U.S. Department of Labor's Office of Disability Employment Policy (DOL/ ODEP). The demonstration project is a partnership between the Kansas Department of Commerce, various Medical Systems, Employers, and the State's American Job Centers (AJCs). The project represents an important dimension of disability employment, one that is critical to helping increase labor force participation through job retention. We need to ensure those who become ill or injured (on or off the job) can remain at work or return to work when they are medically able.

Objectives of RETAINWORKS

1. Improve the experience for those who have a work disability by establishing a SAW/RTW model of health care delivery.
2. Improve the health outcomes of those with a work disability by increasing the labor force participation and improving gainful employment.
3. Reduce the number of individuals who need to apply for Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI).
4. Provide **RETAINWORKS** services and interventions in a way that allows for a rigorous evaluation.

The target population of the **RETAINWORKS** project is based on geographic, demographic, occupational, and injury rate statistics. Based on the supporting data, the Kansas Department of Commerce and its partners will primarily target workers at risk of work loss due to musculoskeletal injuries or illnesses and mental disorders. Individuals suffering other injuries or illnesses that could lead an individual to seek disability determination and benefits, such as traumatic brain injury or congestive heart failure, may also be served. The target service area includes all counties in the State of Kansas. Employers partner with their injured or ill workers, health care providers, and **RETAINWORKS'** coordinated network of SAW/RTW experts and resources.

The project seeks to change the current disability culture in health care delivery systems, employment services systems, and places of work by establishing a coordinated set of practices in each system to focus on the continual employment of individuals who suffer a debilitating illness or injury.

Program Model

RETAINWORKS promotes closer coordination among individuals, physicians, employers, and the public workforce system by providing early intervention strategies to improve stay-at-work/return-to-

work (SAW/RTW) outcomes of individuals who experience a debilitating illness or injury while employed. Early intervention of health care and employment services is key to the **RETAINWORKS** program. The outcomes of **RETAINWORKS** are being evaluated by a third party, Mathematica. Their study is designed to compare those who receive the early interventions service, the Treatment Group with those who do not, the Control Group. One out of two eligible participants in each local workforce development area will be randomly selected to participate in **RETAINWORKS** Treatment. Those randomly selected for the Control Group will continue to receive medical services **without** the added early interventions from the **RETAINWORKS** staff.

MEDICAL SYSTEM

The Medical System is responsible for outreach to and education of health care providers who offer direct services to individuals wanting to stay at work or return to work.

The Medical Director, RTW Nurse Navigator, and Referral and Enrollment Lead are part of the medical system who work closely with the medical providers, AJC's and individuals.

Medical Director

The Medical Director oversees grant activities of medical system and providers; assures compliance with federal and state guidance and oversight of internal **RETAINWORKS** operations to include:

- Fiscal management
- Staffing
- Data Collection and Reporting
- Provider Recruitment
- Provider support and ongoing communication
- Goal setting
- Program Development including Policy and procedures
- Participation in Leadership Team as requested
- Daily management of service lines to provide all services within the division

SAW/RTW Trained Healthcare Providers

Participating **RETAINWORKS** Physicians, Nurse Practitioners, and other staff who provided direct medical care will complete an initial self-paced online module learning proven SAW/RTW methods and then meet with the Referral and Enrollment Coordinator for a brief orientation to review local

operations and expectations. The online module encompasses occupational and other rehabilitative healthcare best practices including pain management, individual expectations, documenting progress, comprehensive follow-up, and enhanced communication.

This training is available on the Kansas TRAIN website at <https://www.train.org/ks/welcome>. *The Medical System may choose to stop or withhold incentives if the provider has not completed the training module within 90 days of signing their provider agreement.*

Further training for providers and clinicians will be offered by the University of Kansas Medical System Project ECHO. These in-depth virtual modules will be led by subject matter experts and be composed of a 15-minute lecture followed by related case studies from the participants. There will be six unique modules in a series. Multiple ECHO series will be offered throughout the demonstration to accommodate a large number of providers. In addition to incentives, participants may receive CME's.

The KU ECHO team and **RETAINWORKS** leadership will recruit a group of specialists and health care provider peers committed to sharing their medical knowledge and expertise in the management of complex patients facing real-world challenges for recovery and return-to-work. Health care providers from multiple disciplines and specialties were invited to be part of this well-established and respected, best practice care methodology to promote peer case-based learning.

The purpose of the ECHO education component is to further develop the culture of health care delivery to include what happens to the individual after the initial health care service is delivered and how the medical system can make a positive impact on real-world outcomes such as employment.

Providers will be expected to refer potentially eligible candidates to the **RETAINWORKS** *Return to Work* (RTW) Nurse Navigator using the "**RETAINWORKS** Provider Referral Form".

Healthcare providers will work closely with the individual to establish a comprehensive return to work plan for each.

Return to Work Nurse Navigator

The Return-to-Work (RTW) Nurse Navigator works under the guidance of the Medical Director to help employees through the recovery and rehabilitation process. S/he has a nursing credential or other expertise required by the medical system and will coordinate health care service delivery among medical personnel of partnering healthcare systems, and act as the liaison between the health care system and the AJC. The RTW Nurse Navigator is responsible for speaking to potential participants about the program and informing them of the study requirements ensuring informed consent of those individuals who choose to participate in **RETAINWORKS**.

Referral and Enrollment Lead

The Referral and Enrollment Lead supports the Medical Director and RTW Nurse Navigator by coordinating provider referrals and communicating with providers. This position may also collect and report data, monitor program plans, schedule events, manage budgets, prepare reports, and develop materials and presentations to support program leaders.

Interventions – Healthcare System

- Access to health care providers who are delivering SAW/RTW best practices and who believe employment contributes to positive health outcome
- Explain the Functional Assessments & Activity Prescriptions
- 30-Day Risk Assessments of participants to measure health gains and update restrictions
- RTW Nurse Navigator checks in weekly with the participant (until s/he returns to work)
- Early communication to all stakeholders to return the worker to the workplace as soon as possible
- Work-place-based interventions (including accommodations such as lighter and/or modified duties, adjustments to work schedules, tasks, and the physical worksite, if necessary)
- 2-, 4-, and 8-week follow-up after participant returns to work and responds quickly to any health or employment concerns.
- Incentives for attending **RETAINWORKS** appointments and participating in follow-up calls.
- Incentives for healthcare providers to utilize the best practices

American Job Centers

The AJC partners provide employment and training services to job seekers and business services to employers. Workforce centers provide outreach and education to employers as well as providing employment and training services to job seekers as a part of the STW/RTW plan. Each of the five Local Workforce Development Boards oversees the **RETAINWORKS** services offered in their local AJCs.

Medical and Workforce System Coordinators (MWS Coordinator) work for the Local Workforce Development Boards at the AJC assist **RETAINWORKS** job seekers and employees in setting work goals and succeeding on the job once they return. The MWS Coordinator gives the participant information regarding workforce services and helps the participant understand procedures and timelines for receiving those services. They also identify individuals who access AJC services who

may be eligible for **RETAINWORKS** and ultimately refer potential participants to the RTW Nurse Navigator.

Employment Services Coordinators (ES Coordinator) act as a primary point of contact for employers, ensuring worksite accommodations, preparation for and/or understanding of medical restrictions, and determining retraining needs. The ES Coordinator will conduct regular visits to the worksite and maintain contact with employers to assist with any performance issues, regularly document and communicate participant progress to the RTW Nurse Navigator and MWS Coordinator and will train employers on their accommodation responsibilities and community resources to assist with their obligations.

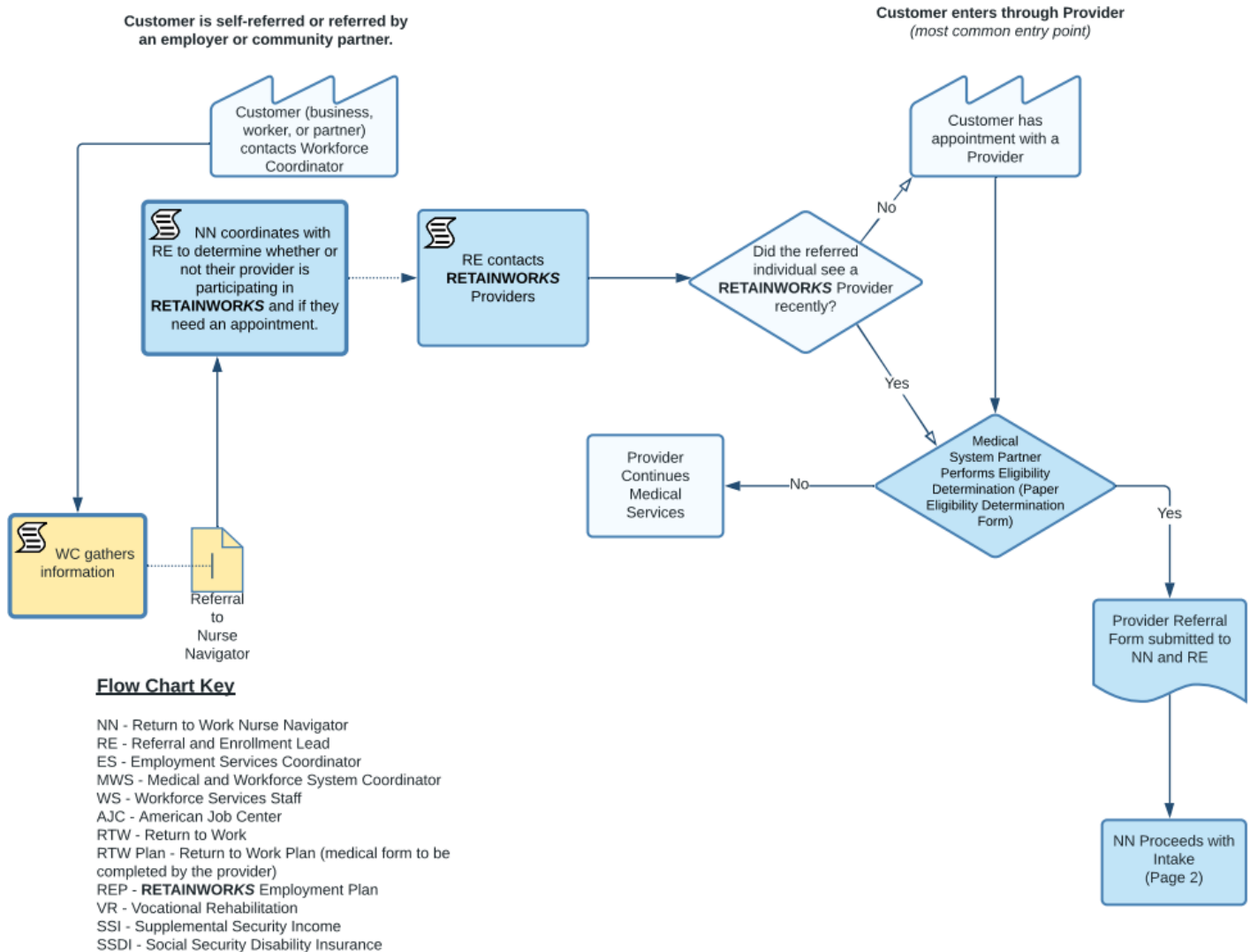
Interventions – AJC

- Employment and job placement services
- Retraining/rehabilitation for workers who can no longer perform their prior job or other available suitable alternate work.
- Enhanced communication among workers, employers, and health care providers
- Workplace accommodations
- Supportive Services (needed to complete re/training)

NOTES

Participant Flow

Referral Process



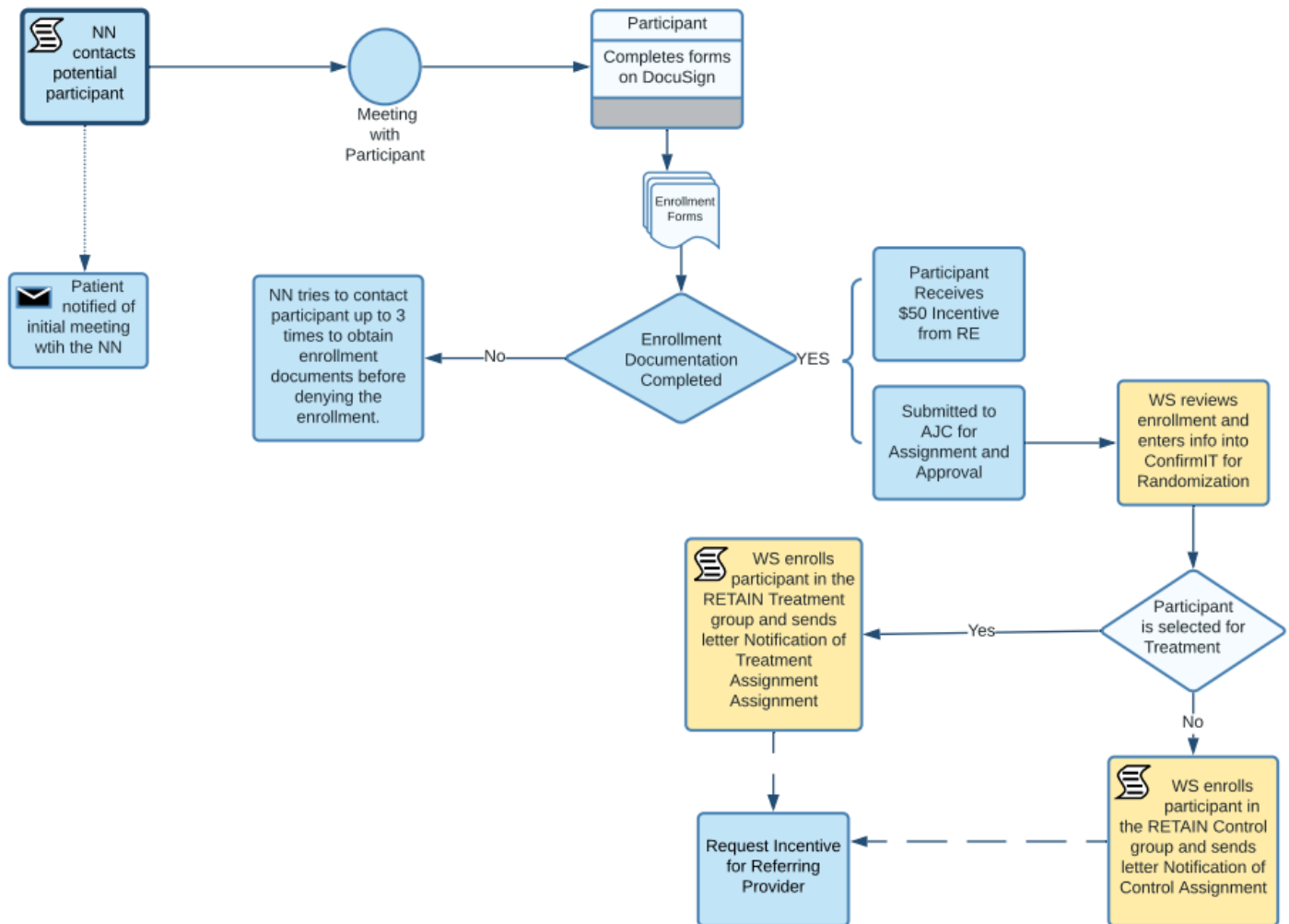
Individuals may be referred anytime between October 1, 2021, to May 17, 2024. Potential program participants enter **RETAINWORKS** through self-referral, employer referral, or provider referral. Self-referral and employer referrals that are directed to the Medical System through the local AJC must be screened by Referral and Enrollment Lead to connect with the participant’s medical provider.

Providers must complete the “**RETAINWORKS** Provider Referral Form” to initiate the enrollment process. Participating providers can refer eligible individuals directly to the RTW Nurse Navigator.

Medical System Intake and Enrollment Process

Once the referral form is received by the RTW Nurse Navigator and/or the Referral and Enrollment Lead, the participant will be cd within 3 working days and the individual is screened for program eligibility using the “Eligibility Checklist”.

The participant and the medical services staff will review the Informed Consent and Privacy Form together. During this review, the participant receives information regarding the possibility of treatment/control groups, incentives, asks questions, and discusses concerns.



When the participant agrees to participate in **RETAINWORKS**, the following forms must be completed and signed:

1. Informed Consent and Privacy Form, to be signed by the participant and medical staff
2. M-001a-Applicant Form Part One, to be completed by or with the participant

3. M-001b-Applicant Form Part Two, to be completed by the medical staff
4. M-001c-RETAIN Participant Form Addendum KANSASWORKS Qs

The completed forms are submitted securely to the identified staff of the partnering Workforce System for review, random assignment, and enrollment into the **KANSASWORKS** Management Information System (MIS).

Workforce Services receives the enrollment forms and enters the information into the ConfirmIT site for Randomization. If the participant is selected for Treatment, the AJC enrolls the participant in the RETAIN treatment group and notifies the participants. If the participant is not selected in the treatment group, the AJC will enroll the participant into the RETAIN Control group and notify the participant. Mathematica includes this person in their study and provides incentives as appropriate.

AJC staff will add a note to the RETAIN Enrollment Detail indicating how the notification was made (i.e., email or letter) and when the notification was made. (Updated 3/15/2024)

The AJC notifies the Referral and Enrollment Lead and RTW Nurse Navigator of treatment enrollment. The Referral and Enrollment Lead submits a request for an incentive payment to the referring provider.

Early Intervention Exception Policy

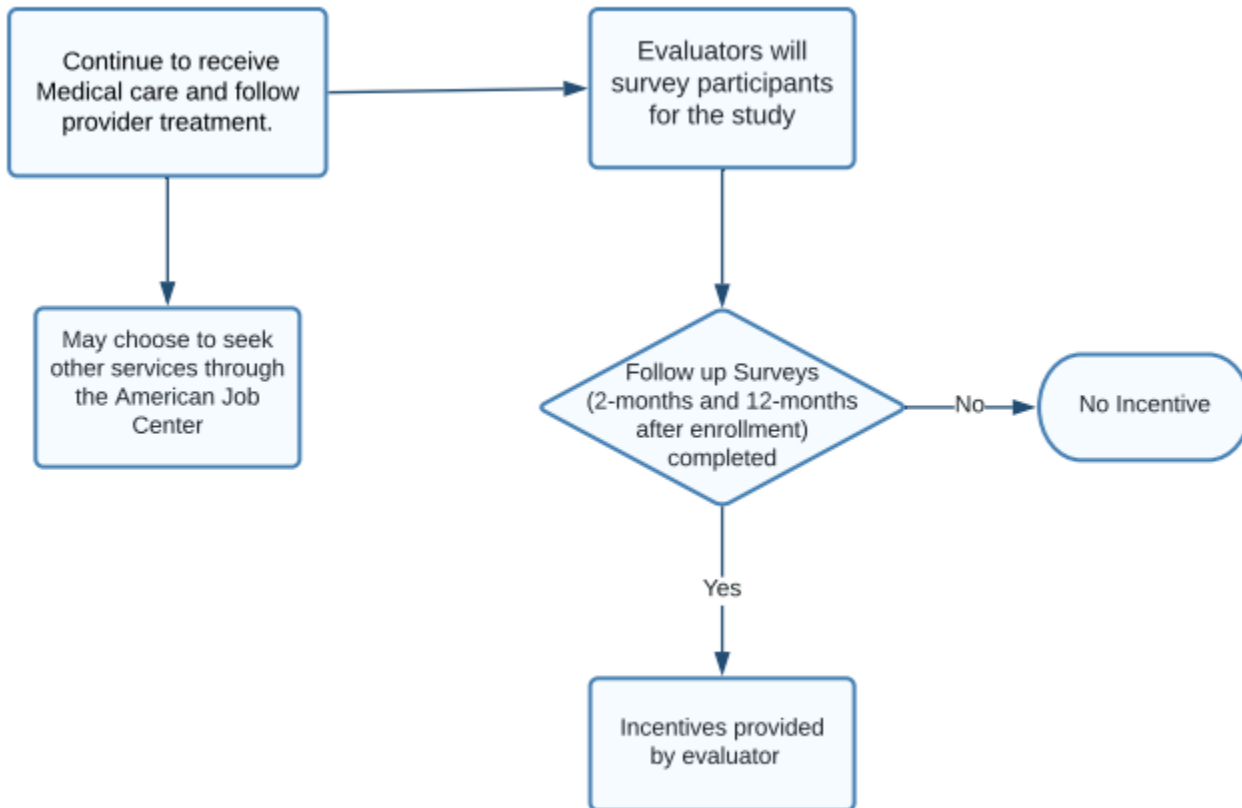
The injury/illness should have occurred within the last 12 weeks. If the injury/illness has occurred before the twelve weeks of possible enrollment, permission to include in **RETAINWORKS** must be approved by the **RETAINWORKS** Subgrant Manager after receiving rationale and recommendation from the medical system. The **RETAINWORKS** Subgrant Manager and State Lead will track the percentage of individuals approved under the exception policy.

Because the RETAIN grant allows Kansas to enroll no more than 20% of participants whose injury/illness has occurred outside of the the12-week criteria, the Subgrant Manager and the State Lead will only allow these enrollments based on 20% of the previous quarter enrollment.

Control Participation

Workforce Services receives the enrollment forms and enters the information into Confirm IT for Randomization. If the participant is not selected in the treatment group, MWS Coordinator will enroll the participant into the RETAIN Control group and notify the participant, the medical system staff, and the Subgrant Manager. Mathematica includes this person in their study and provides incentives as appropriate.

The Referral and Enrollment Lead submits a request for an incentive payment to the referring provider.



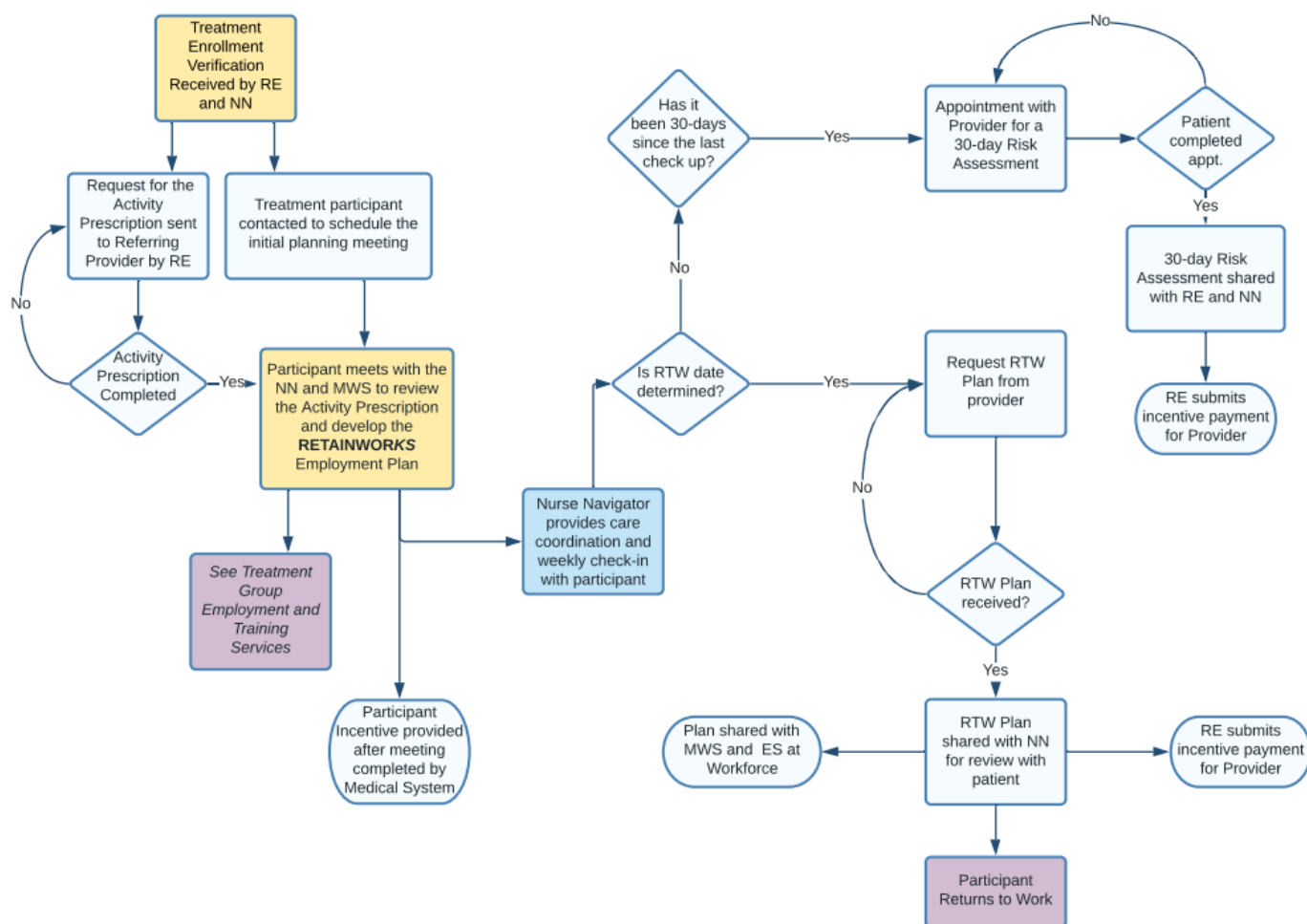
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Treatment Participation

Once an individual is enrolled in **RETAINWORKS** and is accepted into the Treatment Group the AJC sends the RTW Nurse Navigator and Referral and Enrollment Lead verification of enrollment. An “Activity Prescription” is sent to the provider who completes this and returns it to RTW Nurse Navigator/Referral and Enrollment Lead.

**The Healthcare provider may skip the Activity Prescription and create a Return-to-Work plan, or the participant may be working on both plans concurrently.*

Coordinated RETAINWORKS Employment Plan & Medical System Interventions



The Return-to-Work (RTW) Nurse Navigator contacts the treatment participant within three days of the assignment to set up the initial appointment. The first meeting with the participant may include the RTW Navigator, the MWS Coordinator, and the Employment Coordinator. The goals of the first meeting with the participant are:

1. Introduce the participant to the (Stay-at-Work/Return-to-Work) SAW/RTW Team and share information about the goal of the program as it relates to the individual's situation.
2. Develop a comprehensive Return to Work Plan based on the information in Activity Prescription or Functional Assessment.
3. Identify who will be responsible for the activities in the plan, when activities occur and establish a plan for communication between the participant and SAW/RTW Team.

The **RETAINWORKS** Participant Planner will be shared with the individual for use in future meetings after this appointment. (optional)

The MWS Coordinator (AJC staff) will enter the **RETAINWORKS** Employment Plan into the **KANSASWORKS.com** RETAIN Treatment enrollment as the employment plan. Any health-related information will be kept in a separate, secure folder and not entered in the **KANSASWORKS.com** Management Information System. The plan must be signed by all parties to be effectively used to determine participant compliance. Updates to the plan require the approval of the participant, RTW Nurse Navigator, and the MWS Coordinator.

Employers may be also become involved in the **RETAINWORKS** Employment Plan at any point in the process with participant request or approval.

Tips for talking about goals: A participant's goals may be work-based, such as getting back to their usual workgroup, and duties or goals can also be personal, such as returning to dancing, golf, or other leisure activities, or being free from the requirements of a compensation system. All goals should be patient centered.

An example of a non-patient-centered functional goal might be "to improve balance and muscle strength" whereas a patient-centered functional goal might be "to cook for myself" or "get back to my normal job" or "to play a sport again." Patient-centered functional goals can focus on the individual's self-care, work, or leisure. For a goal to be truly patient-centered, it needs to be based on the individual's desired outcomes, not what the employer, family member, medical professional, or other person thinks is best. So, if they say, "to improve balance," reply with "so that you can do what?"

The RTW Nurse Navigator should:

1. Find out what the participant wants to get out of participation in the **RETAINWORKS** program.
2. Develop an understanding of the individual's self-care, work and leisure, and the different environments where they must function.
3. Work together with the participant to set specific goals based on what they want to get out of therapy/recovery/medical care.
4. Ask open-ended questions:
 - Tell me about yourself
 - Tell me about your home life. What activities do you do at home? What is your home environment like?

- Is there anyone who can help you with the activities you want to do?
- Tell me about what you do at work. How do you get to work? Describe your work area
- What do you like to do in your spare time? Where do you do these activities?
- Describe a “typical day” for you.

5. Avoid the words “to be able to.” Being able to do something is different from actually doing it.

The RTW Nurse Navigator provides care coordination between the participant and his physician through weekly calls. After 30 days, the individual will be re-assessed by the provider and a “30-day Risk Assessment” is completed. Once completed, a copy will be sent to the RTW Nurse Navigator/Referral and Enrollment Lead, and an incentive will be issued to the provider.

Weekly check-ins between the RTW Nurse Navigator and participant center around the following topics:

- The Activity Prescription or Functional Assessment
- Identification of potential healthcare barriers
- Goals – both occupational and non-occupational
- Encouragement and support
- Answering questions and problem-solving
- Confirming upcoming appointments, treatments, and medications
- Providing information and referral regarding transportation, childcare, or other resources.

Once the medical provider has determined the participant is ready to return to work, a “Return to Work” plan is completed and shared with the RTW Nurse Navigator/Referral and Enrollment Lead who reviews this form with the participant. The RTW Nurse Navigator/Referral and Enrollment Lead share the information with the ES Coordinator and the MWS Coordinator. The Referral and Enrollment Lead also sends the provider an incentive payment.

At any point through the process, the SAW/RTW Team will work together to modify the **RETAINWORKS** Employment Plan to provide additional services as needed to support the participant.

When training is indicated the MWS Coordinator will assess the individual and identify potential training options. If the participant chooses training the MWS Coordinator will complete all required enrollment processes, including funding arrangements.

After Participant has Returned to Work - The RTW Nurse Navigator sets up appointments with participants to review workbook calendar notes for documentation purposes and schedules follow-up

calls at 2-weeks, 4-weeks, and 8-weeks after the participant has returned to work. These calls allow the RTW Nurse Navigator to provide ongoing support and contribute to providing just-in-time intervention if needed. Once all follow-up visits are complete an incentive payment of \$25 is issued along with a Certificate of Appreciation, the RTW Nurse Navigator can close the participant's case due to successful completion.

If a participant has not returned to work within 6 months after enrollment, the participant needs to be referred to other services.

- Notes describing the additional services offered and referrals made must be added to the RETAIN case detail notes. Please also note if the services offered were declined and the reason why. (Update 3/15/2024)

The RTW Nurse Navigator will close the participant's case after reviewing other services and send a letter and certificate of appreciation with a \$25 incentive as an extra thank you to the participant. The RTW Nurse Navigator then sends an update letter of general health and progress to the Provider.

Active Resource Coordination (ARC)

Active Resource Coordination is identifying targeted activities and services needed to support the participant's SAW/RTW goals. These services become a part of the **RETAINWORKS** Employment Plan.

The SAW/RTW Team is a participant-centered partnership between an individual job seeker with a disability (short- or long-term), the medical system, the workforce system, and the employer (when appropriate). Together this group identifies the activities and services most likely to support RTW. Additional members may be added to the SAW/RTW Team when requested by the individual and when other systems/services are required to support the plan.

Workforce System Employment and Training Services

The Workforce Services receives the participant referral from the Healthcare Partner. Once the participant is placed in the Treatment Group, the MWS Coordinator and the Employment Services (ES) Coordinator attend the first meeting with the participant to develop the **RETAINWORKS** Employment Plan also known as the IEP. The **RETAINWORKS** Employment Plan must include the following elements:

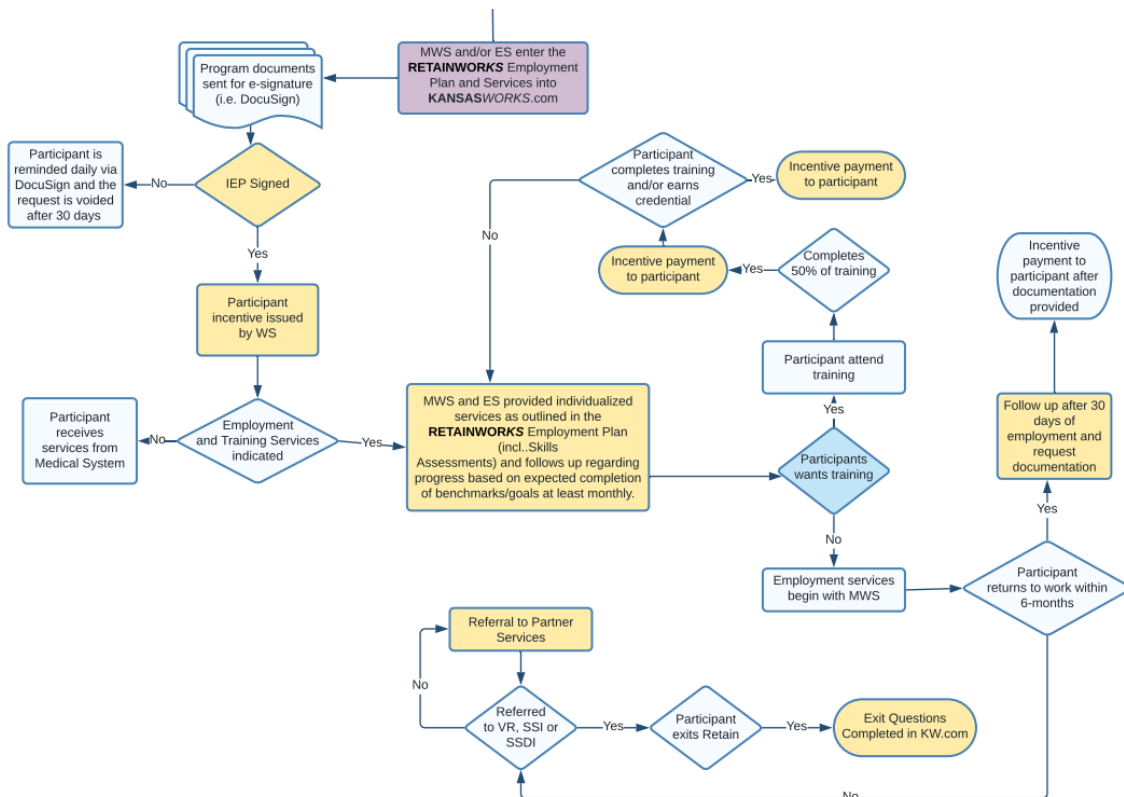
1. Career options and goals for returning to work with the same employer or plan to seek a position
2. Assessment results
3. Barriers and needs
4. Services provided by the Workforce and Medical systems (this includes referral to services within the AJC or from an external partner)
5. Training plans (if applicable)
6. Partner provided services

7. Supported services
8. Participant expectations, i.e., attend provider visits, participate in scheduled meetings
9. Employer involvement
10. Contact information for the RTW team; and
11. Next steps
 - Health related information is not needed as part of the IEP. (Updated 3/15/2024)

A section of the **RETAINWORKS** Employment Plan outlines participant expectations to attend provider visits, participate in scheduled meetings with the RTW Nurse Navigator or ES Coordinator, and other necessary communications with the RTW Team. It also describes how employment services are delivered and how the **RETAINWORKS** ES Coordinator may be involved. Participants are made aware of how each member of the RTW Team is involved in their path back to work. The RTW Nurse Navigator will remain the main point of contact for the participant who will communicate with the Workforce and ES Coordinators about further follow-up visits.

The **RETAINWORKS** Employment Plan will be entered in **KANSASWORKS.com** The **RETAINWORKS** Employment plan, the release of information, and other required program documents are signed (in-person or DocuSign). Once this is complete an incentive payment is issued.

Workforce Services Coordination for TREATMENT Patients – Flow Chart



The ES Coordinator provides individualized services as outlined in the employment plan and follows up with the participant at least monthly. *Weekly contact is recommended for those who are not back to work or job seeking (Updated 3/15/2024). If training is included in the plan an incentive payment is authorized halfway through the scheduled training and another when the credential is earned. (Updated 3/15/2024).

- If the participant fails to continue services or fails to respond to the Workforce Coordinator, these **contact attempts must be annotated** in the detail case notes **and a service must be entered**. Please continue to reach out to the participant until the 6-months period of participation is completed. At this point the participant will be exited from **KANSASWORKS.com** automatically after 90-days if no other services are provided. (Updated 3/15/2024)

At any time, the Employment Services Coordinator may make a referral to other agencies (Vocational Rehabilitation, SSI, SSDI) when indicated by the individuals' need.

The participant may also return to work with the same employer or a new employer at any stage in this workflow.

Referrals and services provided by the MWS Coordinator will be entered into **KANSASWORKS.com** Management Information System (MIS) by the MWS Coordinator under the participant ID number with the service provider identified. Referrals and services provided by Medical Systems Staff will be entered into **KANSASWORKS.com** MIS under the participant ID number with the service provider identified. Notes are updated as services are entered and reviewed during bi-weekly meetings of the RTW Team. It is the responsibility of the Workforce System in each area to ensure the data is entered accurately and timely by the partnering medical system staff and workforce system staff. See **RETAINWORKS** Data Entry Resource for guidance.

Through a monthly review of individual participant records the AJC staff will review **KANSASWORKS.com** data and assure all services are recorded by all members of the RTW Team.

Assessment and Planning (including workplace/job assessment for modification)

The ES Coordinator works with participants and employers to try to return the employee to work as soon as medically possible, consulting with employers to provide accommodations as necessary. **RETAINWORKS** also recommends and refers to the Job Accommodation Network (JAN). JAN is consulted regularly for best practices in accommodating workers; JAN offers free professional consultation and assessments to assist employers in making reasonable accommodations for an employee to stay at work or return to work.

- These services must be added to KW.com and the activity and outcome of the services must be noted in the case detail. (Updated 3/15/2024)

The Employment Services Coordinator is the main point of contact for the business and provides the following services for employers.

- Outreach and information to businesses and their employees.
- Assistance for businesses to implement an individual's SAW/RTW.

- Information about reasonable accommodations (modified work schedules, limited scheduling, modified break schedule, light-duty, job restructuring, transitional work arrangements, plan of action in case of medical emergency, and reassignment).
- Funding to help employers modify a job to allow an employee to return to work after a work injury. (See Modified work definition).

If **RETAINWORKS** Participants are unable to return to their previous line of work AND are not able to obtain suitable employment with their current skills, re-training or training for a new skill might be appropriate; **RETAINWORKS** can potentially fund a classroom/online credential training program OR an On-the-Job Training (OJT) for participants.

Supportive Services & Participant Support Costs

Supportive services are available through **RETAINWORKS**. This can include services necessary for full participation in medical, training, and employment services, including emergency payments. For example, someone who must travel 45 miles to see their provider for the 30-day Risk Assessment may be eligible for transportation reimbursement. Supportive Services can also be used for reasonable workplace accommodations and assistive technology that are owned by the individual. To receive Supportive Services, the individual must comply with the current, signed RTW Plan/IEP. For more information refer to your local workforce development policy. For further guidance on individual situations contact the **RETAINWORKS** Program Manager.

RETAINWORKS funds cannot be used to pay for medical services including appointments and procedures.

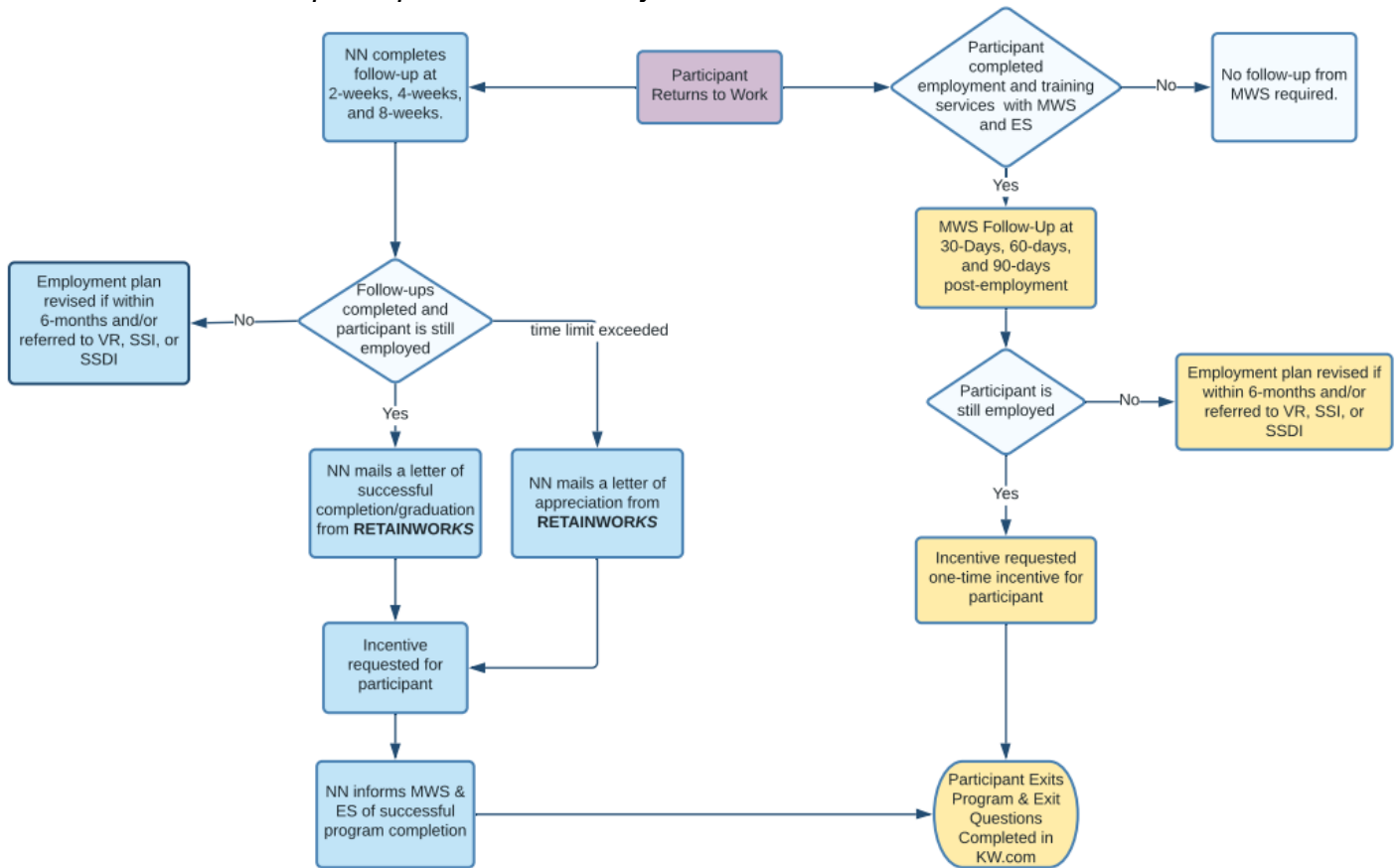
Follow up

The Workforce Coordinators will reach out to participants as needed to monitor progress towards completion of the goals outlined in the **RETAINWORKS** Employment Plan, at least once per month. It is the responsibility of the participant to maintain contact (monthly) with the **RETAINWORKS** Workforce Coordinators by responding to calls/voicemails, email, etc., and to share information about issues that might prevent them from returning to work promptly.

- Monthly follow-up should be provided for up to 3-months post RETAIN participation. These contact attempts and outcomes should be entered as service and noted in the case detail. (Updated 3/15/2024)

RETAINWORKS Program Completion

Scenario A - Individual participates successfully and returns to work.



The RTW Nurse Navigator notifies the ES Coordinator of an individual's employment within 10 business days and submits the exit from the ES. The RTW Nurse Navigator will follow up at the 2-week, 4-week, and 8-week points. The Employment Coordinator will follow up one month after employment. If things are going well after 8 weeks, the individual receives notice that they are discharged and receives a Certificate of Appreciation and a letter of thanks from the medical system.

The Employment Services Coordinator will request pay stubs after 30 days back to work if documentation is provided the incentive will be processed for payment to the individual. If the documentation is not provided within 30 days of the request, the ES will close services in **KANSASWORKS.com**.

Scenario B - Participant is not attending scheduled meetings or follow-up visits with the RTW Nurse Navigator.

The RTW Nurse Navigator will contact the individual by phone, email, and/or mail. If there is no response from the participant after three attempts, the RTW Nurse Navigator will exit the individual and send the exit form to the ES Coordinator at the AJC.

The ES Coordinator will upload the exit form into the RETAIN Enrollment in KANSASWORKS.com. The ES Coordinator will submit the file for closure of services within 10 business days of receiving notice from the RTW Nurse Navigator.

*Scenario C - If at any time the participant requests closure of services or indicates that they no longer wish to participate in the **RETAINWORKS** program.*

RETAINWORKS participants can withdraw from the study at any time by informing the RTW Nurse Navigator verbally or in writing. When this happens the RTW Nurse Navigator asks for the reason(s) they do not wish to continue, documents the conversation in the chart, and completes a program exit form which is shared with the ES Coordinator at Workforce Center.

The ES Coordinator will upload the exit form into the RETAIN Enrollment in **KANSASWORKS**. The ES Coordinator will submit the file for closure of services within 10 business days of receiving notice from the RTW Nurse Navigator.

Scenario D - The participant has been enrolled in the program for 6-months.

When the participant has been enrolled for 6-months, the RTW Nurse Navigator will inform the participant of case closure. When appropriate, other services will be recommended to the participant.

The RTW Nurse Navigator will note the discussion in their files and send the exit form to the ES Coordinator. **RETAINWORKS** The Employment Services Coordinator will upload the exit form into the RETAIN Enrollment in **KANSASWORKS**. The Employment Services Coordinator will submit the file for closure of services within 10 business days of receiving notice from the RTW Nurse Navigator.

Scenario E - If the participant meets any of the following criteria:

1. The participant is deceased.
2. The participant is unable to participate due to health/medical reasons and the situation is expected to last 90 or more days, or they are providing care to a family member experiencing health/medical problems, and the situation is expected to last 90 or more days.
3. The participant is incarcerated or institutionalized and expected to remain so for a period of 90 or more days.
4. The participant is a reservist called to active duty.

The RTW Nurse Navigator will update their files and complete the exit form and send an electronic copy to the ES Coordinator. The Employment Services Coordinator will upload the exit form to the RETAIN Treatment enrollment and request closure of services within 10 business days.

Participant Incentives

The incentive amount is approximately \$25 an hour to encourage participants to participate in key activities. For example, if the activity/meeting is expected to take up to 2 hours, the incentive amount is \$50. Participants receive incentives from the healthcare system for completing activities with the RTW Nurse Navigator and may receive separate incentives from the workforce system for completing activities with the Employment Services Coordinator.

Pre-Return Incentives

Participant Milestone	Incentive	Rationale	Party Responsible
Participant completes application process with RTW Nurse Navigator.	\$50 is issued following enrollment.	Application process/meeting will take up to hours; compensation for time, effort, and travel.	Medical System
Review the Activity Prescriptions with the RTW Nurse Navigator	\$50 is issued following a review of the Activity Prescription	Meeting with the RTW Nurse Navigator and Workforce Coordinator to develop the RETAINWORKS Employment Plan (IEP). The incentive for time and completion of online forms. IEP uploaded to REDCap and KW.com	Medical System
Workforce services will record the RETAINWORKS Employment Plan (IEP)	\$25 is issued after the plan is signed by participant		Workforce Center
Enter and successfully complete 50 % of authorized workforce services training as outlined in the RETAINWORKS Employment Plan	\$100 is issued after appropriate notes are entered in KANSASWORKS	Communication with the Employment Coordinator will take up to 2 hours, compensation for time.	Workforce Center
Successfully complete training and earned a recognized credential.	\$100 is issued after training completion is documented.	Communication with the Employment Coordinator will take up to 2 hours; compensation for time.	Workforce Center

Post-Return-to-Work Incentives

Participant Milestone	Incentive	Rationale	Issued by:
Participant reviews the prescribed SAW/RTW Plan (developed by the provider) with the RTW Nurse Navigator	\$25 is issued after the participant's reviews return to work plan with the RTW Nurse Navigator	The meeting will take up to 30 minutes.	Medical System
Stayed at work or returned to work with original or new employer and is following their IEP	\$100 issued after verification	Employment Coordinator notes and appropriate services in KANSASWORKS	Workforce Center
Returned to work with the original or new employer for 30-days	\$100 issued after verification	Participants must submit documentation.	Workforce Center
a) Participant returns to work and completes all three (3) follow-up phone calls from the Nurse Navigator, OR	a) \$25 is issued with a Certificate of Appreciation after the third call is completed.	Calls are expected to take up to 1 hour total.	Medical System
b) If the participant does not return to work within the 6-month and times out of the program	b) \$25 is issued with a Certificate of Appreciation (optional)	The incentive is provided in appreciation for fully participating	Medical System

Provider Education and Incentives

Health care providers will be paid incentives from their affiliate Medical System to complete the initial online training module, participate in KU ECHO events to implement best practices shared.

Provider Incentives for Implementing RETAINWORKS		
Successful Provider Referral – Providers receive an incentive when the individual referred is enrolled in either the Treatment or Control group	\$100	Incentives are available after the referred participant completes the entire enrollment process and is assigned to either the Treatment or Control Group.
Submit an Activity Prescription form to outline the participant’s restrictions and specify home/work activity restrictions as status changes.	\$50	Providers will receive an incentive after the Activity Prescription is received by the RTW Navigator.
Make/answer phone calls or emails to RETAINWORKS RTW Nurse Navigator to discuss the case, answer questions and discuss barriers to return to work	\$25	per call/email
Complete a 30-Day Risk Assessment form 30 days after participant enrollment to assess the risk of poor outcomes and identify any nonmedical barriers to the participant's return to work.	\$100	Provider receives incentive after submitting the completed form to RETAINWORKS RTW Nurse Navigator.
Complete the Return-to-Work Plan (functional assessment completed by a medical provider) outlining progressive steps to returning.	\$100	Provider receives incentive after submitting the completed form to RETAINWORKS RTW Nurse Navigator.
Complete Initial Online Training Module	\$\$ ¹	Provider receives incentive after module is completed and the provider has met with local Referral and Enrollment Lead.
KU ECHO RETAINWORKS	\$\$	Provider receives incentives for participation in each session and may receive CME’s

Health Insurance

Individuals with or without insurance may participate in **RETAINWORKS**, however, **RETAINWORKS** cannot provide compensation for medical services. When a treatment participant is billed for medical services associated with their participation in **RETAINWORKS**, such as a visit to the provider for a

¹ Providers are paid incentives as determined to be fair market value as determined by their affiliate Medical System.

30-day Risk Assessment, it is the individual's responsibility to pay what is not covered by their insurance or Workers Compensation Insurance.

For those who are not insured at enrollment, the RTW Team may provide resources and information about alternative coverage available:

- Continuation of Health Care (COBRA) - <https://www.dol.gov/general/topic/health-plans/cobra>
- Affordable Care Act - <https://www.healthcare.gov/>
- KanCare - <https://www.kancare.ks.gov/consumers/apply-for-kancare>
- Private short-term health insurance

Those who may be eligible or interested in KanCare are encouraged to meet with a Working Healthy Benefits Specialist who can explain how to apply and what to expect. Link to the contact information by county <https://www.kancare.ks.gov/consumers/working-healthy/benefits-specialist>.

Local Coordination

It is recommended that local your local leadership team of Medical System Partners and Workforce System partners meet regularly to develop the local delivery and continuously address any challenges as they arise. In Phase One, the administrative leads from each system, the RTW Nurse Navigator, the Recruitment and Enrollment Lead, the MWS Coordinator, the Employment Coordinator, and the State Program Manager met bi-weekly during the initial roll-out of the project.

Additionally, the RTW Nurse Navigator, the Recruitment and Enrollment Lead, the Workforce Coordinator, and the Employment Coordinator are expected to meet regularly for collaborative case management and general program coordination.

RETAINWORKS for Employers

Employers can participate in the **RETAINWORKS** project if the employer itself is in Kansas OR they employ an injured or ill worker who LIVES in Kansas. The Employment Coordinator will work with the Employer, the Participant, and RTW Nurse Navigator to return participants to work as soon as they are medically able to return with or without accommodations.

Employers may also be able to take advantage of On-the-Job Training (OJT) which would allow an employer to hire a **RETAINWORKS** participant and be reimbursed for up to 50% of the hourly wage for job-related skill training.

Participating employers must be located in Kansas and/or employ a current resident of Kansas and currently employ individuals who have suffered an illness, injury, or medical condition that has the potential to inhibit or prevent continues employment or labor force participation-

Employer Incentives

- Reduced workers' compensation costs and lower insurance premiums.
- Increased efficiencies stemming from workplace accommodations and productivity enhancements.
- Cost savings associated with talent retention versus hiring a replacement. (On average, it can cost up to one-third of a new hire's annual salary to replace an existing employee. Further, it can take up to 13 months for a new employee to become efficient at their job.)
- Enhanced employee morale and a positive corporate image as a supportive and inclusive employer.
- Access to a proven talent pool
- When needed On-the-Job Training (OJT), employers get 50% of trainees' wages reimbursed during the OJT.
- The satisfaction that comes from retaining your valuable employee(s) and helping them maintain financial and personal stability.

Outreach Materials

Some outreach materials have been developed and samples of approved language, brochure templates, and PowerPoint presentations have been provided. Additional tools for outreach are under development and will be accessible on the www.RETAINWORKS.org website.

Outreach questions can be directed to the **RETAINWORKS** Program Coordinator.

Required Language

Specific language must be included in press releases and other publications, per the Stevens Amendment, as well as language included in the Terms and Conditions of the award. Please include the following language in all your press releases, public references, documents, and publications related to ODEP's RETAIN cooperative agreement.

The following language must be on all workforce products developed in whole or in part with grant funds.

Press Release, Documents, Publications and Other Communication

RETAINWORKS is funded by the U.S. Department of Labor and the Social Security Administration under a grant award of \$21,600,000 to the Kansas Department of Commerce that will be incrementally provided. 100% of grant funding is from U.S. Federal funds.

This document does not necessarily reflect the views or policies of the U.S. Department of Labor or the Social Security Administration, nor does mention of trade names, commercial products, or organizations imply endorsement by the U.S. Government.

Policy Guidance

Personally Identifiable Information

All **RETAINWORKS** staff must recognize and safeguard Personally Identifiable Information (PII) except where disclosure is allowed by court order. All partners must meet the requirements in TEGL No. 39-11, Guidance on the Handling and Protection of PII can be found at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7872.

Immediately report any breach or suspected breach of PII to the **RETAINWORKS** State Lead at RETAINWORKS@ks.gov or 316 293-6856.

Equal Opportunity

RETAINWORKS is an Equal Opportunity Employer/Program which does not discriminate on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, for beneficiaries, applicants, and participants only, based on citizenship status, or participation in a program or activity that receives financial assistance.

The **RETAINWORKS** program and services must be readily accessible to and useable by individuals with disabilities as required by WIOA Section 188, the Americans with Disabilities Act, and the Kansas Department of Administration. Please reference Policy Number: 5-27-00, "Equal Access for Job Seekers with Disabilities" for more guidance at [5-27-00-Equal-Access-for-Job-Seekers-with-Disabilities \(2\).pdf](#).

An individual must not be excluded from participation in, denied the benefits of, or otherwise subjected to discrimination the **RETAINWORKS** program or activities based on national origin. National origin discrimination includes treating individual beneficiaries, participants, or applicants for any aid, benefit, service, or training program adversely because they (or their families or ancestors) are from a particular country or part of the world, because of ethnicity or accent (including physical, linguistic, and cultural characteristics closely associated with a national origin group), or because the recipient perceives the individual to be of a certain national origin, even if they are not. Please see State Policy Number: 5-14-00, "Discrimination Prohibited Based on National Origin, Including Limited English Proficiency (LEP)" at [5-14-00-Prohibition-Against-National-Origin-Discrimination-LEP \(1\).pdf](#).

Participants who have a concern may file a complaint. Program complaints and discrimination complaints can look similar as both types of complaints include an issue, which is something the individual is complaining about. However, a complaint is considered a discrimination complaint if it includes, as a reason for the unfair treatment, one of the prohibited bases listed above. I of WIOA. A complaint cannot be processed as both a program complaint and as a discrimination complaint. Program complaints are processed in accordance with United States Department of Labor (USDOL),

Employment, and Training regulations. Discrimination complaints are processed in accordance with USDOL Civil Rights Center (CRC) regulations found at 29 CFR Parts 38.69-97. Please refer to Policy Number: 5-17-00, WIOA Section 188 Discrimination Complaint Processing Procedure” at [5-17-00-WIOA-Discrimination-Complaint-Processing-5-3-17 \(1\).pdf](#) for more guidance on how Discrimination Complaints must be processed. Or, Policy Number: 5-24-00, “General WIOA Complaint Processing Procedures” for guidance on program complaints at [5-17-00-WIOA-Discrimination-Complaint-Processing-5-3-17 \(1\).pdf](#).

Data and Information Collection and Maintenance

Medical systems will continue to follow their Federal, State, and Local requirements for **RETAINWORKS** activities, and all partnering Local Workforce Development Boards are expected to continue to follow previous guidance issued by the **KANSASWORKS** State Board as required by for the Workforce Innovation and Opportunity Act programs while keeping in mind the added responsibilities required when handling health-related data as prescribed in **KANSASWORKS** Policy Number: 5-07-00, Subject: Equal Opportunity Data and Information Collection and Maintenance Issued: 08-02-2017, (29 CFR Part 38.41).

(Applicant and participant) the information must be stored in a manner that ensures confidentiality and must be used only for recordkeeping and reporting; determining eligibility, where appropriate, for WIOA Title I financially assisted programs or activities; determining the extent to which the recipient is operating its WIOA Title I-financially assisted program or activity in a nondiscriminatory manner; or other use authorized by law.

Any medical or disability-related information obtained about an individual, including information that could lead to the disclosure of a disability, must be collected on separate forms. All such information, whether in hard copy, electronic, or both, must be maintained in one or more separate files, apart from any other information about the individual, and treated as confidential. Whether these files are electronic or hard copy, they must be locked or otherwise secured (for example, through password protection).

Knowledge of disability status or medical condition and access to information in related files. Persons in the following categories may be informed about an individual's disability or medical condition and have access to the information in related files under the following listed circumstances: Program staff who are responsible for documenting eligibility, where disability is an eligibility criterion for a program or activity. First aid and safety personnel who need access to underlying documentation related to a participant's medical condition in an emergency. Government officials engaged in enforcing this part, any other laws administered by the Department, or any other Federal laws. Knowledge of disability status or medical condition only. Supervisors, managers, and other necessary personnel may be informed regarding restrictions on the activities of individuals with disabilities and regarding reasonable accommodations for such individual

Veterans' Priority Provisions

The Jobs for Veterans Act (Public Law 107-288) requires grant award recipients to provide priority service to veterans and spouses of certain veterans for the receipt of employment, training, and

placement services in any job training program directly funded, in whole or in part, by the DOL. The regulations implementing this priority of service can be found at 20 CFR Part 1010. In circumstances where a grant award recipient must choose between two qualified candidates for a service, one of whom is a veteran or eligible spouse, the veterans' priority of service provisions requires that the grant award recipients give the veteran or eligible spouse priority of service by first providing him or her that service. To obtain priority of service, a veteran or spouse must meet the program's eligibility requirements. Recipients must comply with the DOL guidance on veterans' priority. ETA's TEGL No. 10-09 (issued November 10, 2009) provides guidance on implementing the priority of service for veterans and eligible spouses in all qualified job training programs funded in whole or in part by DOL. TEGL No. 10-09 is available at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2816.

Short-Term Training

Training and retraining are available through the Workforce Center for **RETAINWORKS** treatment participants when the training will be completed within the 6-month treatment period. Per Policy Number: #5-04-00, Kansas Eligible Training Provider List (ETPL), short term training which meets a defined set of employable skills criteria established by a local board in consultation with local business to meet the specific needs of a defined employer or industry (e.g., customized training or industry sector partnerships) are subject to Local Approved Training policies and are exempt from the State ETPL policy. Otherwise, the State ETPL policy shall be used to approve training.

In addition to classroom/occupational training by approved Eligible Training providers, the following work-based learning options may also be funded if deemed beneficial for the individual's ability to return to work. Please refer to State Policy Number: 5-26-00, WIOA Work-Based Training at [file:///C:/Users/ajr0000/OneDrive%20-%20State%20of%20Kansas,%20OITS/My%20Downloads/5-26-00-On-the-Job-Training-and-Customized-Training-5-3-17%20\(2\).pdf](file:///C:/Users/ajr0000/OneDrive%20-%20State%20of%20Kansas,%20OITS/My%20Downloads/5-26-00-On-the-Job-Training-and-Customized-Training-5-3-17%20(2).pdf).

Funding Limits for Training - The allowable cost of approved training for **RETAINWORKS** participants **may** exceed local limits. If the training for an individual is expected to exceed \$12,000, please contact the Program Manager or Program Coordinator to seek approval.

On-the-Job Training **On-the-Job Training (OJT)** as defined by the Workforce Innovation and Opportunity Act (WIOA) in Section 3(44) as training by an employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge or skills essential the full and adequate performance of the job; is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the participant (certain exceptions up to 75 percent) for the extraordinary costs of providing the training and additional supervision related to the training; and is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

Customized Training is defined as training designed to meet the special requirements of an employer (including a group of employers); that is conducted with a commitment by the employer to employ an individual upon successful completion of the training; and for which the employer pays for a significant cost of the training, as determined by the LWDB in accordance with the factors in WIOA Section 3(14).

Incumbent Worker Training is designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

Supportive Services & Participant Support Costs

RETAINWORKS supportive services may be used for Treatment Participants who are participating in activities authorized in the RTW Plan. This may include activities needed for medical recovery such as appointments and meetings with the RTW Nurse Navigator before job search or training. Supportive Services include **but are not limited** to services such as transportation, childcare, dependent care, housing, workplace accommodations, assistive technology, and needs-related payments, that are necessary to enable an individual to participate in activities authorized for **RETAINWORKS** Treatment. To receive services, the participant must comply with all aspects of the **RETAINWORKS**. There is no monetary limit per individual regarding supportive services set by **RETAINWORKS** at this time.

However, **RETAINWORKS** funds cannot be used to pay for medical visits or treatment for participants.

All supportive services costs must meet the basic considerations of 2 CFR 200.402 – 200.411. Local Workforce Development Boards are advised to follow local policies regarding supportive services expenditures after meeting these guidelines. Any questions regarding supportive services should be directed to the State Program Manager.

Co-enrollment

RETAINWORKS Participants are not required to be co-enrolled in WIOA adult, dislocated worker, or youth programs. If co-enrollment occurs or is required to meet the needs of the participant, **RETAINWORKS** funds should be expended first. Any questions regarding co-enrollment should be directed to the State Program Manager.

Terms and Definitions

1. The “Activity Prescription”: The Healthcare Provider develops an “Activity Prescription²” as a transition toward returning to work. The "Activity Prescription" has information related to work restrictions, including the type of restriction, expected length of restriction, number of hours able to work, and treatment information.
2. Alternative work—a different job within the company that meets the physical restrictions the employee’s health care provider specifies.
3. Americans with Disabilities Act of 1990: A wide-ranging civil rights law that prohibits discrimination on the basis of disability in employment, state and local governments (including public transportation), public accommodations (including private transportation), and

² This is an internally shared, **RETAINWORKS** form not to be confused with similar activity prescription forms required for Workman’s Compensation claims.

telecommunications. The ADA affords protections against discrimination to individuals with disabilities that are similar to protections under the Civil Rights Act of 1964, which makes discrimination based on race, religion, sex, national origin, and other characteristics illegal. You can read more about the statute and the agencies that enforce it at www.ada.gov.

4. ADA Title I: Title I of the ADA pertains to employment. Under ADA Title I, covered entities shall not discriminate against a qualified individual with a disability. This applies to job application procedures, hiring, advancement, and discharge of employees, fringe benefits, job training, and other terms, conditions, and privileges of employment (ADA). Discrimination includes the failure to provide reasonable accommodations to applicants and employees unless to do so would result in an undue burden. The Equal Employment Opportunity Commission (EEOC) has issued regulations related to Disability Discrimination and sub-regulatory guidance, including guidance related to Worker's Compensation and the ADA.
5. Disability: The ADA defines the term “disability” with respect to an individual as a person (1) with a physical or mental impairment that substantially limits one or more major life activities, (2) with a record of such an impairment, or (3) regarded as having such an impairment. The term “disability” used in the ADA was amended in 2008 in the ADA Amendments Act of 2008.
6. Disability etiquette: A set of guidelines for social and professional interactions with individuals with disabilities. Generally, guidelines are in the spirit of individuality, independence, and consideration of how others would like to be treated. Example guidelines can be found on the Employer Assistance and Resources Network on Disability Inclusion, Disability Etiquette. Link [Disability Awareness – Disability Employment Policy \(csg.org\)](http://DisabilityAwareness–DisabilityEmploymentPolicy(csg.org))
7. Employer subsidies and incentives: A -to-Work (Return RTW) strategy that is made available in some states to support employers that develop programs that transition employees back to work or hire individuals who have a disability.
8. Family and Medical Leave Act (FMLA): The FMLA entitles eligible employees of covered employers to take up to 12 weeks in a period of 12 months of unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave.
9. Federal disability benefits: For this Toolkit, federal disability benefits refer to the Social Security Disability Insurance Program (SSDI) and the Supplemental Security Income Program (SSI). Disability benefits received from the Department of Veterans Affairs or other federal programs are not included.
10. Health Care Navigator: An individual or organization that's trained and able to help consumers, small businesses, and their employees as they look for health coverage options through the Marketplace, including completing eligibility and enrollment forms. These individuals and organizations are required to be unbiased. Their services are free to consumers. Consumers can also find a local assister or agent/broker in their area: <https://localhelp.healthcare.gov>.
11. Impairments: Examples of adult listings of impairments used for purposes of the SSI and SSDI programs can be found at <https://www.ssa.gov/disability/professionals/bluebook/AdultListings.htm>

12. Model employer: In reference to the state, the adoption of best, promising, and emerging policies, practices, and procedures relating to the recruitment, hiring, and advancements of qualified individuals with disabilities, such as hiring goals, strategic plans and progress reports, fast track hiring systems, trial work periods, and centralized accommodation funds. The government should lead by example.
https://www.csg.org/NTPWD/documents/SEED_Report_2006_000.pdf
13. Modifications (See also reasonable accommodation): Often called “productivity enhancers,” these can include facility changes such as ramps or chair lifts, wheelchair-accessible restrooms, and even ergonomic workstations that can benefit workers with disabilities.
14. Nonoccupational illness or injuries: Cases of illness, injury, or medical conditions of both a physical and psychological nature not related to work.
15. Occupational illness or injuries: Injuries or illnesses that occur at or due to work.
16. Occupational Health and Safety Act of 1970 (OSHA): Under OSHA, employers are responsible for providing a safe and healthful workplace. OSHA’s mission is to assure safe and healthful workplaces by setting and enforcing standards, and by providing training, outreach, education, and assistance. Employers must comply with all applicable OSHA standards. Employers must also comply with the General Duty Clause of OSHA, which requires employers to keep their workplace free of serious, recognized hazards. (<https://www.osha.gov/law-regs.html>)
17. Office of Disability Employment Policy (ODEP): Housed under the U.S. Department of Labor as a non-regulatory entity, provides national leadership by developing and influencing disability-related employment policies as well as practices that affect the employment of people with disabilities. (<https://www.dol.gov/odep/>)
18. Partial disability benefits: A return-to-work strategy that provides financial support to employees who transition back to work on a part-time basis or who are earning less than they did prior to their injury or illness.
19. Reasonable accommodation (See also Modifications): Under the ADA, reasonable accommodation means modifications or adjustments to the work environment, or to the manner or circumstances under which the position is customarily performed that enable an individual with a disability who is qualified to perform the essential functions of that position. Examples include job restructuring, part-time or modified work schedules, reassignment to a vacant position, and acquisition or modifications of equipment or devices.
20. Functional Assessment - When the provider determines the individual is ready to return to work at full capacity or with modified duties, s/he will develop a Functional Assessment for the participant. The RTW Nurse Navigator will schedule a time to review the Functional Assessment and a copy of the plan is mailed to participants. **If the Functional Assessment requires any workplace accommodations, the Employment Coordinator will be informed so she can contact the employer and offer available resources and information as needed.*
21. Section 501 of Rehabilitation Act: Prohibits employment discrimination against qualified individuals with disabilities in the federal sector. Explanation of the rule implementing Section 501 may be found at (<https://www.eeoc.gov/laws/regulations/qanda-ada-disabilities-final-rule.cfm>).

22. Social Security Disability Insurance (SSDI): The SSDI program provides cash benefits to disabled or blind persons with a work history who are “insured” by <https://www.ssa.gov/redbook/eng/overview-disability.htm>.
23. State vocational rehabilitation agency: Every state has a vocational rehabilitation (VR) agency that is designed to enable individuals with disabilities to meet their employment goals. VR agencies assist individuals with disabilities to prepare for, obtain, maintain, or regain employment. (<http://www.askearn.org/state-vocational-rehabilitation-agencies/>)
24. Stay-at-work, return-to-work (SAW/RTW) strategies, and programs: Strategies and programs that allow employees to resume working, with or without work restrictions, when medically appropriate and help employers retain valued employees while minimizing long-term health-related absences and optimizing productivity. You can read more about the DOL ODEP's efforts in this policy area at www.dol.gov/odep/topics/stay-at-work-return-to-work.htm
25. Supplemental Security Income: The SSI program makes cash assistance payments to aged, blind, and disabled persons (including children) who have limited income and resources. The Federal Government funds SSI from general tax revenues. Many states pay a supplemental benefit to persons in addition to their federal benefits. Some of these states have made arrangements with us to combine their supplemental payment with our Federal SSI payment into one monthly check to you. Other states manage their programs and make their payments separately. Title XVI of the Social Security Act authorizes SSI benefits. (<https://www.ssa.gov/redbook/eng/overview-disability.htm>)
26. Temporary Disability Insurance: Temporary Disability Insurance (TDI) programs are designed to provide wage replacement for non-work-connected sickness or injury. The TDI program complements the Unemployment Insurance (UI) program by providing benefits to individuals who do not meet the UI program’s “able” to work requirement. Although federal law does not provide for a federal-state TDI system, the Social Security Act (SSA) and the Federal Unemployment Tax Act (FUTA) both authorize the withdrawal of employee contributions from a state’s unemployment fund for the payment of TDI.
27. Transitional work: Work focused on a time-limited period between when the worker has experienced injury or disability but can work, building up to full-time employment in their regular position. Transitional work is the process through which injured/ill employees are brought back to work as quickly as possible in temporary assignments. These temporary assignments are designed to help them remain productive and spend their medical recovery. Transitional employment is a dynamic process involving input from the employee, his/her supervisor, and other involved parties. It is designed to create the best possible RTW opportunity for the injured/ill employee and employer.
28. Modified work—an adjustment or alteration to the way a job is normally performed to accommodate the employee’s physical restrictions. Job modification is a process designed to adjust work conditions, alter duties and functions, and/or reestablish job protocol as fitting for individuals with disabilities. The Americans with Disabilities Act (ADA) provides leverage to applicants and/or employees who sustain an injury or suffer from illness to request reasonable accommodations. A disability either limits or prevents an otherwise qualified individual from executing their job with efficiency, productivity, and skill due to a mental and/or physical

impairment. Job modification steps may better accommodate an applicant or employee's condition.

29. Modified work schedule - A modified schedule may involve **adjusting arrival or departure times**, providing periodic breaks, altering when certain functions are performed, allowing an employee to use accrued paid leave, or providing additional unpaid leave.–
30. Permanent jobs—alternative work or a modification of the job an employee held when injured.
31. **RETAINWORKS** Employment Plan: Each **RETAINWORKS** participant will have an Employment Plan created with the participant, at the participant's direction. The purpose of the plan is to identify barriers and supports for the individual's return-to-work goal, this includes the possible need for accommodations, retraining, and identifying the barriers that are hindering participant's return to work.
32. Return-to-Work (RTW) Team: The Return-to-Work (RTW) Team consists of the RTW Nurse Navigator, the Employment Coordinator, and the Workforce Coordinator.
33. Return to Work Plan – This is a form completed by **RETAINWORKS** providers prescribing the progressive increase in work duties based on current functional limitations and expected recovery.
34. Workers' compensation: State-based programs that provide medical care, rehabilitation, and cash benefits for workers who are injured on the job or who contract work-related illnesses. Workers' compensation is funded almost exclusively by employers who purchase workers' compensation insurance from a private insurer or a state insurance fund, and many large employers self-insured. Kansas Workers' compensation
35. Work disability: An illness, injury, or medical condition that has the potential to inhibit or prevent continued employment or labor force participation.
36. 30-Day Risk Assessment: Thirty days after enrollment (and every 30 days thereafter while in the program), the RTW Nurse Navigator contacts the participant to set up an appointment with the provider to obtain a 30-Day Risk Assessment. As the assessment changes, the information is shared with the participant and the RTW Team.

NOTES