



NOVA

University of Newcastle Research Online

nova.newcastle.edu.au

Bohatko-Naismith, Joanna; Guest, Maya; Rivett, Darren A.; James, Carole.  
“Insights into workplace return to work coordinator training: an Australian  
perspective.” Published in Work Vol. 55, Issue 1, p. 29-36 (2016)

**Available from:** <http://dx.doi.org/10.3233/WOR-162304>

**Accessed from:** <http://hdl.handle.net/1959.13/1337192>

# Insights into workplace Return to Work Coordinator training: An Australian perspective

## Authors:

Joanna Bohatko-Naismith<sup>1</sup>

Maya Guest<sup>1</sup>

Darren A. Rivett<sup>1</sup>

<sup>1</sup>School of Health Sciences, Faculty of Health and Medicine, The University of Newcastle, Callaghan, NSW, Australia

## **Please send all correspondence to:**

Joanna Bohatko-Naismith

Faculty of Health and Medicine, School of Health Sciences,

The University of Newcastle,

University Drive,

Callaghan NSW 2308.

Tel - +61 02 49217038

Fax - +61 02 49217053

Email: [Joanna.bohatko-naismith@newcastle.edu.au](mailto:Joanna.bohatko-naismith@newcastle.edu.au)

Keywords: workplace disability management, rehabilitation, qualitative research

## **Abstract**

### **BACKGROUND**

The aim of this study was to provide an insight into the experiences and perceptions of the Australian Workplace Return to Work (RTW) Coordinator in relation to current training practices and to identify any existing inadequacies within the available training.

### **METHOD**

Twenty five workplace RTW Coordinators from five Australian states participated in six focus groups. The participants were recruited through a national professional website, and via professional RTW interest groups using a snowballing technique. Participants with a minimum of two years' experience as a workplace RTW Coordinator and involved with the development and implementation of workplace policies and procedures, were included in the study. Thematic analysis was performed to identify meaningful themes and patterns.

### **RESULTS**

The findings highlighted specific training requirements and additional support mechanisms recommended by current workplace RTW Coordinators. Four key themes clearly emerged which were: inadequate training; irrelevant content; the need for specialised trainers; and network support services.

### **CONCLUSION**

RTW Coordinators require effective training and support in order to ensure the appropriate and timely delivery of services to all stakeholders involved in the RTW process. The results of this study can be used to inform future training practices for RTW Coordinators.

## Introduction

One of the most important changes to unfold in the late 1980s to the Australian workers' compensation system was the shift from financial settlements for the injured worker to greater accountability of the employer to improve and actively manage occupational health and safety in the workplace, with a particular focus on injury prevention [1]. As the implications of this change became evident for employers, especially the need to have this process managed within the workplace, the role of the workplace Return to Work (RTW) Coordinator evolved [2]. In line with this legislative obligation, employers began engaging the assistance of a RTW Coordinator to manage the workplace RTW process [3].

International research has identified that the commitment and accountability of a workplace RTW Coordinator during the RTW process produces favourable outcomes [4] such as a reduction in associated costs and a decrease in the duration of illness and disability [5]. The RTW Coordinator could be employed either full-time or part-time and often, an employee of the organisation would be nominated by the employer to assume the role whilst still engaged in their regular duties within the workplace. The primary function of the workplace RTW Coordinator is to provide information to the injured worker and to liaise with key stakeholders, in particular with the injured worker's treating doctor in assisting to negotiate suitable duties for early RTW [2,6]. Without all the necessary skills and knowledge required to successfully perform the role, this inadvertently began to place enormous pressure on the employee nominated to fill the position [7].

The Australian workforce is comprised of approximately 11.5 million people with an estimated annual cost of \$60.6 billion in work-related injuries [8,9]. The Australian State and

Federal governments are becoming increasingly concerned with regard to the growth in workers' compensation claims and the escalating cost of workplace injuries [8,10]. Given the increasing demands on the workplace RTW Coordinator and the pivotal role they play in the RTW process, it is arguable that closer examination is required to ensure the appropriate mechanisms are in place to support and promote ongoing education and innovation in training in the area of RTW. In the Australian context, jurisdictional differences exist in the duration and the content of the training provided to the workplace RTW Coordinator. Therefore the aim of this present study was to highlight the experiences and perceptions of the contemporary Australian workplace RTW Coordinator in relation to current training practices, identify any deficiencies within these practices and inform future training programs.

## **Method**

This study used a qualitative phenomenological approach to explore the experiences and perceptions of individuals who share a common interest [11]. Focus groups were conducted with workplace RTW Coordinators which provided the participants an opportunity to interact and discuss each other's opinions, beliefs and attitudes [12], and thus facilitated an insight into this topic of interest in greater depth [11,13]. The focus groups were facilitated by one of the researchers (JBN) using an interview schedule that was informed and developed following a review of the literature [5,12,14,15]. This schedule was designed to prompt discourse about the training and attributes required to perform the role of a RTW Coordinator. Ethical approval for the study was granted by the University of Newcastle Human Research Ethics Committee.

## **Participants**

Purposive sampling was used to recruit RTW Coordinators from various workplaces in five Australian states (New South Wales [City and Regional], South Australia, Queensland, Tasmania and Victoria). Participants were eligible for inclusion in the study if they were proficient in English and had a minimum of two years' experience working as a RTW Coordinator with a large or small organisation. In addition, experience with developing and implementing workplace RTW policies and procedures was required.

## **Recruitment**

Recruitment of RTW Coordinators into this study used several methods. Firstly, an advertisement requesting voluntary participation by RTW Coordinators was placed on a national RTW Coordinator website. This method achieved limited success; therefore state-based RTW Coordinator professional interest groups were individually contacted to promote the study. A letter of invitation and information statement was provided to these groups to distribute to their members. The snowball technique was also used to recruit additional participants [11]. This approach involves asking the initial group of research participants to recommend others they may know in the target group for recruitment [13].

## **Procedure**

Focus groups were conducted in New South Wales (in a regional centre and major city), and in Victoria and South Australia (in a major city) in person. To capture RTW Coordinators in Tasmania and Queensland, focus groups were conducted via teleconference. Kruger and Casey (2009) recommend conference call focus groups as a means of allowing participants who are geographically dispersed to contribute without the associated time burden and cost

of transporting them to one location [12]. The duration of each focus group was approximately 1 to 1.5 hours or to the point of redundancy and the size of the focus groups ranged from two to seven participants. Written consent was obtained from all participants prior to commencement of the focus groups. Participants were also informed they could withdraw from the study at any time. The focus groups were recorded for accurate transcription.

### **Data analysis**

The focus group data was transcribed verbatim and imported into NVIVO 10 software (QSR International, Cambridge, MA USA) for analysis [16]. Pseudonyms were used to de-identify the participants and their organisations. Methods to promote trustworthiness within this qualitative study were implemented during data analysis. 'Peer debriefing' was employed as a strategy by two researchers (JBN, CJ) who analysed the data and together determined the categories that in their collective views reported the experience of the participants. Thick description was used to increase potential transferability [11]. Further techniques used to develop trustworthiness was dependability, credibility and confirmability [17].

### **Results**

Focus groups were held across Australia with a total of 25 workplace RTW Coordinators. The RTW Coordinators in this study were employed by both small and large organisations and had varying backgrounds. The participants reported a mean of 11.3 (SD 8.2) years of experience as workplace RTW Coordinators. They came from diverse organisations and represented a variety of professional backgrounds: work, health and safety; allied health; human resource management; and the workers' compensation insurance industry (see

Table 1). Four significant constructs emerged from the focus groups: (i) inadequacy of training (ii) relevance of content (iii) the need for specialised trainers and (iv) access to network support services.

*Insert table 1 here*

### **Inadequate training**

Although RTW Coordinator training does vary between the states in Australian, the experience and perception of the RTW Coordinators in relation to their current training practice was similar. During the focus group discussion it became apparent that the RTW Coordinators in this study felt discontent with current training practices and were willing to share their views. The participants repeatedly emphasised the inadequacy of the current training provided for the role of workplace RTW Coordinator. The participants agreed that current training is deficient and lacks relatively important information that can be required during the RTW process and which is unique to workplace RTW coordination. A number of comments from the RTW Coordinators echoed this sentiment; *'the training is not enough'...and 'it didn't teach me anything'* [Participant 18].

The RTW Coordinators agreed upon the importance of being trained and viewed it as a necessity, however it was suggested: *'If you follow the training you will never get them (injured workers) back to work'* [Participant 20].

As it stands, the duration of the training provided to the workplace Australian RTW Coordinator is variable and inconsistent between the states and territories (See Table 2). Also noteworthy is that the typical duration of training provided to Australian workplace RTW Coordinators is two days. The RTW Coordinators articulated their frustration that the



length of the training was too short and highlighted the difficulty in assimilating the provided material in such a short time: *'The course was very brief'* [Participant 6]. *'...can't do it in 2 days'* [Participant 22], *'...you get 2 days and then you are on the job'* [Participant 13]. The intensity and the duration of the training left some RTW Coordinators confused, with one participant affirming they were *'sometimes left floundering'* [Participant 8], while another RTW Coordinator added *'...it is a matter of 'sink or swim – they throw you in the deep end'* [Participant 13].

*Insert Table 2 here*

The RTW Coordinators cited the need for a review of the present training and suggested competency based training as a possible way forward. The participants highlighted the need for a more comprehensive course that would provide them with a broader range of skills and information. As participant 13 expressed; *'Competency based training – ...competency based training would be good'*. Another participant added:

*If there was a review of the qualifications for RTW Coordinators – may need to look at the personal injury course' '...The personal injury course includes medical terminology, injury management... it is a comprehensive course – it is quite good'* [Participant 19].

## **Relevant content**

In Australia, the content for the training is generally developed and distributed by the relevant regulatory authorities in the respective states and territories, with the training routinely presented by a trainer from the regulatory body or a registered training organisation. The RTW Coordinators in this study acknowledged that a sound knowledge

and understanding of the legislation is imperative to assist the injured worker during the RTW process, while ensuring the needs of the employer are also being met. However the participants began to express their frustration about the material presented in the training packages, with a particular concern expressed regarding the extensive time dedicated to legislative requirements. Indicative of this are comments about the content such as it is '*...legislative heavy*' [Participant 15]; and '*...lots of legislative jargon*' [Participant 23]. In addition, [Participant 9] added that it is '*...a blur a far as legislation goes*'. Given the duration of the training course, most RTW Coordinators in this study were of the same opinion and emphasised a need to reduce the volume of legislative content in the existing training packages.

Furthermore, the RTW Coordinators also felt that the current training content was '*...boring*' and '*...a bit of a chore to get through*' [Participant 1], and often '*...overwhelming*' [Participant 24],

The participants highlighted specific content they perceived as necessary to assist in facilitating the RTW process. These were identified as medical terminology, counselling skills and appropriate record keeping skills. Of the 25 participants, nine had allied health backgrounds. Essentially, the allied health professionals affirmed that an understanding of common medical conditions and medical terminology is desirable, and considered this knowledge beneficial when liaising with other stakeholders in the RTW process. The participants without health backgrounds strongly agreed that having an understanding of medical terminology would allow for clearer communication with other stakeholders and most importantly provide them with a greater understanding of injuries, as well as assist

them with reading medical reports. As one RTW Coordinator highlighted; *'...you need a strong understanding of medical/legal issues'* [Participant 22]. [Participant 3] further added *'What I struggled with mostly was I had no medical background'*. One comment on medical terminology included; *'...you need to read x-ray reports – I Google them'* [Participant 18], with another participant adding; *'You need to know your fractures'* [Participant 23]. In addition the participants highlighted the necessity for a general comprehension of medical terminology and common conditions associated with injured workers, and strongly recommend that this be included should the current training be reviewed.

Participants in this study proposed counselling skills as an important skill required for managing injured workers. Comments such as ... *'Counselling skills are required... we are dealing with people's lives'* (SA). Most participants agreed that *'some basic counselling skills are required'* [Participant 4 &16].

### **Specialised trainers**

Many of the RTW Coordinators in this study were unhappy with the trainers engaged to present the training. They emphasised the necessity for the trainer to have relevant experience and skills in the specialised area of RTW before presenting the training. As one RTW Coordinator stated; *'...our trainer read directly from the book – no idea'* [Participant 10], while another participant highlighted; *'...training should be presented with someone who has the skills'* [Participant 21]. Based on these reports from the RTW Coordinators, the current training can be perceived as *'overwhelming,'* which is arguably a concern given that one participant declared; *'....some trainers condense it into 1 day'* [Participant 13].

According to the RTW Coordinators in this study, there is indeed a necessity to engage an experienced trainer in the unique area of RTW coordination. Notably there were some RTW Coordinators that found their trainers to be competent in their ability to translate the information at hand to the workplace by way of direct example. The participants who were trained by trainers more experienced in the area of RTW acknowledged the training was generally productive and meaningful. One such RTW Coordinator had this positive comment; *'...the 2 days training was excellent because of the facilitator'* [Participant 10]. Similarly another participant added;

*'...I had a great trainer that was very experienced and he gave a lot of examples on the day, which made it come alive and really helped people with the training'*  
[Participant 2 ].

Given the complexities and the specialisation in the area of RTW, it would be reasonable to expect the trainer to be experienced and knowledgeable regarding the intricacies of the RTW process.

### **Network support services**

Several workplace RTW Coordinators proposed the idea that regular networking workshops would be valuable to ensure currency of knowledge and skills. As [Participant 14] stated; *'...we need up-skilling workshops to talk about new ideas'*.

Access to a mentor was suggested by the participants as a means of support for novice workplace RTW Coordinators. Newcomers to the role encountering complex issues require guidance and support to ensure continuity for the injured employee during the RTW

process. Mentors could potentially provide valuable insight and experience to novice RTW Coordinators and those working in smaller organisations who infrequently encounter workplace injuries. As one of the RTW Coordinators suggested; '*... a mentoring system is excellent - ring someone for support*' [Participant 11].

Collectively, the participants concurred that most skills for this role are usually acquired 'on the job' while engaging in the RTW process. A number of participants in this study highlighted and acknowledged the support they received from other, more experienced RTW Coordinators at their workplace and expressed gratitude to their co-workers for their assistance. As [participant 12] stated; '*it's mostly on the job experience*'.

The participants agreed that a group support network was a necessity in the specialised and often complex area of RTW. The fundamental notion of supporting each other through a network group meeting was identified as essential. As [Participant 14] added; '*...one full day at networking with others – helping each other*' would be desirable for support.

## **Discussion**

The aim of this study was to highlight the experiences and perceptions of the contemporary Australian workplace RTW Coordinator in relation to current training practices, and to identify any deficiencies in the training which could potentially inform future training programs.

Many RTW Coordinators in this study expressed their concerns about the current training practices and affirmed that it is in need of review. For Australian RTW Coordinators to be

optimally prepared to facilitate the RTW process successfully, their training should be informed by those engaged in this specialised area to ensure that the most relevant content is being delivered. Internationally, it has been identified that much of the training content is leaving RTW Coordinators without sufficient guidance and understanding of the necessary attributes required to be successful in this role [15]. A literature review by Shaw et al. 2008 [5] describing the role of the RTW Coordinator, identified that there was meagre information on the specific knowledge and skills required for success in this role. Research supports the engagement of a workplace RTW Coordinator citing significant cost savings in workers' compensation and productivity costs, along with a reduction in workplace illness and disability [4,18]. This current study aimed to initiate the process of identifying some of the knowledge and skills required by Australian workplace RTW Coordinators using their experiences to obtain the specific requirements for success in the role. Recognising the inadequacies in the Australian RTW Coordinator training programs and addressing these could lead to more favourable outcomes for both the injured worker and the community welfare system as a whole.

Internationally, competency-based training is being considered and promoted as a means of better meeting the training needs required for the role of the RTW Coordinator [15]. In Canada, the National Institute of Disability Management and Research (NIDMAR) has developed a competency based Certificate in Disability Management for RTW Coordinators to ensure those entering the profession are adequately prepared for the role [19]. The development of this type of educational training program for RTW Coordinators was supported by several Canadian studies [5,15]. Australian workplace RTW Coordinators in our research similarly highlighted the need for the delivery of a more competency-based

training program. Recently a study in Canada proposed that RTW Coordinators formal knowledge underpin the core competencies that are unique and specific to the role [15]. Pransky et al. [15] highlighted the highest rated competencies which are; maintaining confidentiality, ethical practices, responding in a timely manner, and demonstrating good organisational and planning skills. Additionally listening and communication skills [20], the ability to be approachable and relate well to others, be able to instil trust, focus on important issues and effectively problem solve were also recommended. These findings have significant implications for the development of contemporary training programs for RTW Coordinators in Australia and elsewhere.

The content of the training was described by RTW Coordinators as 'heavily' legislatively based and they concurred that the duration of the training component related to legislation far exceeded their requirements. In the Canadian context, Pransky et al. believe knowledge about workers' compensation practice, legislative requirements, workplace policies and procedures is advantageous for the RTW Coordinator and recommend acquiring this important information through formal course work [15]. Furthermore, Shaw et al. add that having this knowledge is important for a RTW Coordinator's credibility with other stakeholders [5]. The participants in this study also voiced that having knowledge and understanding of workers' compensation and the associated legislative requirements is critical for facilitating a smooth RTW for an injured worker, but instead recommend a more balanced approach to this topic.

The professional background of the RTW Coordinator varied in this study. Nine of the 25 participants had an allied health background and this was identified as being beneficial for

reading medical reports, identifying suitable duties and for liaising with other allied health professionals and the treating doctor. Those without knowledge of medical terminology felt disadvantaged when interpreting medical documents. It remains unclear what specific aspects of medical terminology are required by RTW Coordinators, however Shaw et al. (2008) identified that understanding medical conditions may provide the RTW Coordinator with realistic expectations for the injured workers' recovery and assist in communication with the injured worker, treating doctor and other stakeholders [5]. Consideration is required when developing a training program to ensure such competencies as medical terminology are included.

In this study participants also noted that counselling skills were an important competency for assisting injured workers during the RTW process. In Australia most RTW Coordinators are employees of an organisation and have an existing closeness with some of their co-workers. This familiarity and the nature of the role, potentially expose RTW Coordinators' to their co-workers vulnerabilities following a workplace injury [21]. A recent review of the role of the Australian workplace RTW Coordinator highlighted listening skills as an essential quality, and particularly having the ability to listen very closely to what the injured workers are saying or not saying. Noteworthy is that from an international perspective, counselling skills were not recognised per se, however there was an emphasis on the RTW Coordinators maintaining positive communications and active listening skills among all stakeholders in the process [22,23]. The Australian Institute of Professional Counsellors identifies listening and communication skills as specific and fundamental competencies required for counsellors[24]. The participants also highlighted record keeping as an important component of the RTW process to ensure the distributions and accuracy of information to



all of the stakeholders. Gardner et al. consider these skills and add effective time management as necessary for the engagement of all stakeholders [22]. Counselling skills and record keeping are critical components of the RTW Coordinator role and guidance on these aspects should be included in the content of the training.

Trainers with direct experience in the RTW process should deliver the training program. Possessing an understanding of the complexities of the RTW process and the potential barriers RTW Coordinators may encounter, is considered important when teaching and providing paradigm case studies during the training program [25].

Continuing education / professional development is an important component of many recognised professionals to ensure they maintain currency and build on existing skills [26]. The RTW Coordinators in this study identified the importance of continuing education and suggested mentoring as a mechanism to assist novice RTW Coordinators to provide them with ongoing support and reassurance [27]. This is consistent with international research in which mentoring is recognised as an important factor in acquiring more specific skills in the field of workplace RTW Coordination [15]. Pransky et al.(2010) suggest that acquiring experience and reinforcing certain skills is a positive element of mentoring [15].

Networking groups are identified as one method of providing regular ongoing support to professionals [28]. In this study the RTW Coordinators suggested networking groups as a positive means for the exchange of ideas and for bringing together a group of professionals that share a common interest to learn and support ongoing learning.

## **Limitations**

The views expressed in this study are those of some current workplace RTW Coordinators in Australia and it may not be typical of all workplace RTW Coordinators. Although a modest sample of RTW Coordinators participated we were able to capture and represent the views of RTW Coordinators from each state where such a role exists. Due to geographical dispersion some of the focus groups were conducted via teleconference, but this may have potentially precluded the moderator from observing any nonverbal communication between the participants [12].

## **Conclusion**

The aim of this study was to highlight the experiences and perceptions of workplace RTW Coordinators and provide a foundation for informed discussion regarding current training practices available for RTW Coordinators in Australia. The RTW Coordinators suggested that a more extensive training program is required, with a review of the current training to ensure RTW Coordinators are being provided with relevant content to support them in their role. Emphasis on experienced professional trainers to deliver the training was deemed a necessity for productive and meaningful training. Essentially RTW Coordinators agreed that professional networking groups and mentors would provide continuity and support for those specifically employed in the role and in particular, for smaller organisations that may not have internal support mechanisms nor experience the extent of injuries that present themselves at larger organisations. Given the importance of the workplace RTW Coordinator role, future research could focus on developing the relevant competencies required by the

workplace RTW Coordinator to ensure they have the relevant training to assist injured workers RTW. The findings of this study may have important implications for policy makers, regulators and employers, with better training of RTW Coordinators potentially leading to decreased workplace disability and thus lower costs for the workplace and the community.

### **Acknowledgements**

The authors wish to thank the RTW Coordinators who participated in this study. We also thank the participating organisations for their support in recruiting RTW Coordinators.

### **Declaration of interest**

The authors report no declaration of interest.

## References

- [1] Harrison K, Allen S. Features of occupational rehabilitation systems in Australia: a map through the maze. *Work* 2003;21:141-52.
- [2] Kenny D. Barriers to occupational rehabilitation: an exploratory study of long-term injured workers. *Journal of Occupational Health and Safety Aust/NZ* 1995;11:249-56.
- [3] Kenny D. The role of rehabilitation providers in occupational rehabilitation: Providing for whom? Part 1: Self-perceptions. *Australian Journal of Rehabilitation Counselling* 1998;4:97-110.
- [4] Franche RL, Cullen K, Clarke J, Irvin E, Sinclair S, Frank J. Workplace-based return-to-work interventions: a systematic review of the quantitative literature. *J Occup Rehabil* 2005;15:607-31.
- [5] Shaw W, Hong QN, Pransky G, Loisel P. A literature review describing the role of return-to-work coordinators in trial programs and interventions designed to prevent workplace disability. *J Occup Rehabil* 2008;18:2-15.
- [6] Southgate E, James C, Kable A, Bohatko-Naismith J, Rivett D, Guest M. Workplace injury and nurses: Insights from focus groups with Australian return-to-work coordinators. *Nurs Health Sci* 2011;13:192-8.
- [7] Bohatko-Naismith J, Rivett D, Guest M, James C. A review of the role and training of return to Work Coordinators in Australia. *Journal of Health, Safety and Environment* 2012;28:173-90.
- [8] Safework Australia. 2012 -]; Available from: <http://www.safeworkaustralia.gov.au/sites/swa/about/publications/Documents/660/Cost%20of%20Work-related%20injury%20and%20disease.pdf>.
- [9] Australian Bureau of Statistics. 2013 -]; Available from: <http://agencysearch.australia.gov.au/s/search.html?collection=agencies&form=ample&profile=abs&query=totalnumberofpeopleemployedinAustralia>.
- [10] Hallden J. The original intent of workers' compensation: A team approach. *Work* 2014;48:435-9.
- [11] Holloway I, Wheeler S. *Qualitative Research in Nursing and Healthcare*. United Kingdom: Wiley-Blackwell; 2010.
- [12] Krueger RA, Casey M. *Focus Groups; A practical guide for applied research*. Thousand Oaks: Sage Publications; 2009. 219 p.
- [13] Bowling A. *Research methods in health: Investigating health and health services*. Great Britain: Open University Press; 2002.
- [14] MacEachen E, Clarke J, Franche RL, Irvin E. Systematic review of the qualitative literature on return to work after injury. *Scand J Work Environ Health* 2006;32:257-69.
- [15] Pransky G, Shaw W, Loisel P, Hong QN, Desorcy B. Development and Validation of Competencies for Return to Work Coordinators. *Journal of Occupational Rehabilitation* 2010;20:41-8.
- [16] QSR International. 2012 -]; Available from: [http://www.qsrinternational.com/products\\_nvivo.aspx](http://www.qsrinternational.com/products_nvivo.aspx).
- [17] Kvale S. *Doing Interviews*. London: Sage; 2007.
- [18] Tompa E, de Oliveira C, Dolinschi R, Irvin E. A systematic review of disability management interventions with economic evaluations. *J Occup Rehabil* 2008;18:16-26.
- [19] Westmorland M, Buys N. A comparison of disability management practices in Australian and Canadian workplaces. *Work* 2004;23:33-41.
- [20] Kirsh B, McKee P. The needs and experiences of injured workers: A participatory research study. *Work* 2003;21:221-31.
- [21] Bohatko-Naismith J, James C, Guest M, Rivett D. The role of the Australian workplace return to work coordinator: essential qualities and attributes. *Journal of Occupational Rehabilitation* 2015;25:65-73.
- [22] Gardner BT, Pransky G, Shaw WS, Hong QN, Loisel P. Researcher perspectives on competencies of return-to-work coordinators. *Disability and Rehabilitation* 2010;32:72-8.

- [23] James C, Southgate E, Kable A, Rivett D, Guest M, Bohatko-Naismith J. Return-to-work coordinators' resourcefulness and the provision of suitable duties for nurses with injuries. *Work* 2014;48:557-66.
- [24] Australian Government. 2015 -]; Available from:  
<http://studyassist.gov.au/sites/studyassist/mytertiarystudyoptions/providers-that-offer-commonwealth-assistance/pages/heproviderprofile?title=The%20Australian%20Institute%20of%20Professional%20Counsellors%20Pty%20Ltd%20%28trading%20as%20The%20Australian%20Institute%20of%20Professional%20Counsellors%20and%20Australian%20Institute%20of%20Psychology%29>.
- [25] Guthrie H. Adelaide: National Centre for Vocational Education Research; 2009 -]; Available from: <http://files.eric.ed.gov/fulltext/ED507116.pdf>.
- [26] Occupational Therapy Board Australia. 2014 -]; Available from:  
<http://www.occupationaltherapyboard.gov.au/Codes-Guidelines/Continuing-professional-development.aspx>.
- [27] Bohatko-Naismith J, James C, Guest M, Rivett D. The Role of the Australian workplace Return to Work Coordinator: Essential Qualities and Attributes. *Journal of Occupational Rehabilitation* 2014;DOI: 10.1007/s10926-014-9527-4
- [28] Blickle G, Witzki AH, Schneider PB. Mentoring support and power: A three year predictive field study on protege networking and career success. *Journal of Vocational Behavior* 2009;74:181-89.