



AN EMPLOYER'S GUIDE TO

Recovery-Ready Workplaces



panhandle
WORKSITE WELLNESS COUNCIL

Proudly part of Panhandle Public Health District



About this toolkit

This resource was designed to educate employers on how to create an equitable, informed, and healthy workplace for people in recovery from substance use disorder (SUD) and mental health issues (MHI). Created by employers in recovery, this toolkit is based on a wealth of lived experience—in addition to peer-reviewed and other publicly available literature on SUD and MHI in the workplace. We encourage you to use this resource to develop a Recovery-Ready workplace that suits your unique company or organization. This toolkit was developed by the Nebraska Panhandle Worksite Wellness Council.

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Recovery-Ready workplaces matter

This is why you should have one

Every year, companies lose billions of dollars by being unprepared to deal with employees' behavioral health issues. **How?**

It is an inevitability that you will have an employee who struggles with a substance use disorder (SUD) or mental health issue (MHI) in your workplace. Considering the strength and resilience of people in recovery, that employee might even be you! Unfortunately, if your employee does not receive the support they need, their SUD or MHI may end up impacting their life both in and out of the workplace. Their difficulties can impact their co-workers and colleagues by lowering morale, leaving you with a difficult situation on your hands if you're unprepared. However, if you anticipate this problem and adequately prepare for it, you can compassionately address an employee's SUD or MHI... **and** turn their recovery into a huge asset for your company! In this toolkit, we'll show you how.

9.5%

of full-time workers dependent on or misused alcohol or drugs¹

16.9%

of food service workers have a substance use disorder¹

3 of 4

US employees have dealt with issues negatively affecting their mental health²

By the numbers

1: from SAMHSA's *Substance Use and Substance Use Disorder by Industry*, 2015. Numbers for past year. 2: from American Health Association, 2018

How can you tell that your employee is struggling? Here are possible signs and symptoms.

General changes in attitude or demeanor
Difficulty concentrating or completing tasks;
impaired memory
Excessive tardiness or unexpected sick days
Changes in appearance or hygiene
Feeling sad or having low-energy for prolonged
periods of time
Uncharacteristic irritability or excitability

Withdrawing from friends, family, co-workers,
or social activities
Not eating enough; overeating
Constant feelings of worry, fear, or nervousness
Frequent crying spells or emotional episodes
Unsafe or impaired job performance
Noticeable change in financial situation; asking
co-workers to borrow money

Openly expressing (or hinting at) hopelessness,
despair, or suicidality
Confusion, paranoia, delusions, or
hallucinations; difficulty seeing reality
Changes in quality or output of work
Ongoing physical ailments without obvious
causes (headaches, stomachaches, pains)
Trouble meeting responsibilities or carrying
out daily activities

Compiled from sources including **National Alliance on Mental Illness** and **Federal Occupational Health**.

the impact



SUD or MHI in the workplace

Untreated SUD or MHI can greatly impact not only the person suffering from them, but everyone around them—including your employees. Being unprepared to deal with SUD or MHI in your workplace can have a variety of consequences for you, your team, and your company. Take a look at an employee who is using opioids: they miss 3x as many workdays; are 2x as likely to be hospitalized with stays 2x as long; and their healthcare costs can be 9x as high.* The costs add up quickly for the employee and the employer.

Absenteeism

Missed days of work

Presenteeism

Present, but not engaged

Tardiness

Leaving early, arriving late

Low productivity

Quality & output suffers

High turnover

Workers with issues replaced

Theft/other crime

Resulting from substance use

Low morale

Affecting other workers

Poor teamwork

Co-workers pick up slack

Safety issues

Dangerous lack of alertness

Disciplinary actions

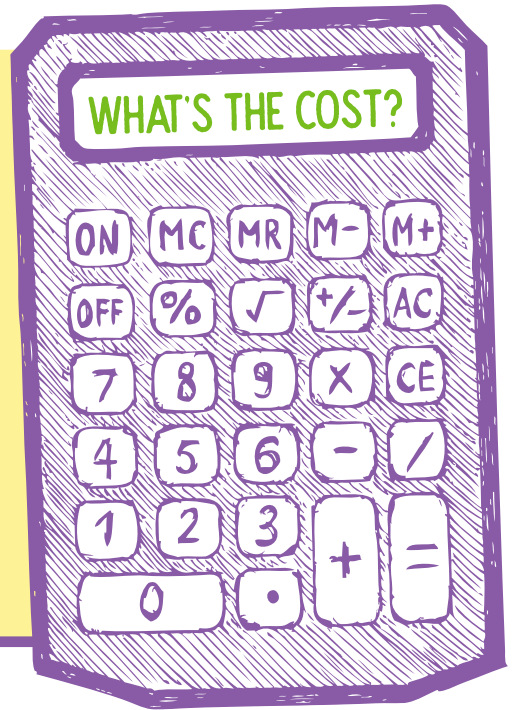
Management wastes time

*Statistics from Journal of Occupational and Environmental Medicine, 2017.

How much is SUD costing your workplace?

It's easy to find out! The National Safety Council has created an employer substance use cost calculator in collaboration with the non-partisan and objective research organization NORC at the University of Chicago. Go to the URL below to use the calculator.

tinyurl.com/norccalc



What laws apply to me as an employer?

An easy (and mandatory) way to support employees living with SUD or MHI is to ensure you're following applicable federal laws. **Here are three that you need to know.**

ADA

Americans with Disabilities Act

The ADA ensures that people living with substance use disorders or mental health issues have the same rights as others living with disabilities.

tinyurl.com/adasud

FMLA

Family & Medical Leave Act

The FMLA ensures that people living with behavioral health issues like SUD or MHI are able to take a leave of absence to receive treatment.

tinyurl.com/fmlasud

MHPAEA

Mental Health Parity and Addiction Equality Act

The MHPAEA ensures that SUD or MHI benefits provided in a healthcare plan are given the same limitations as other health insurance benefits.

tinyurl.com/mhpaeeasud

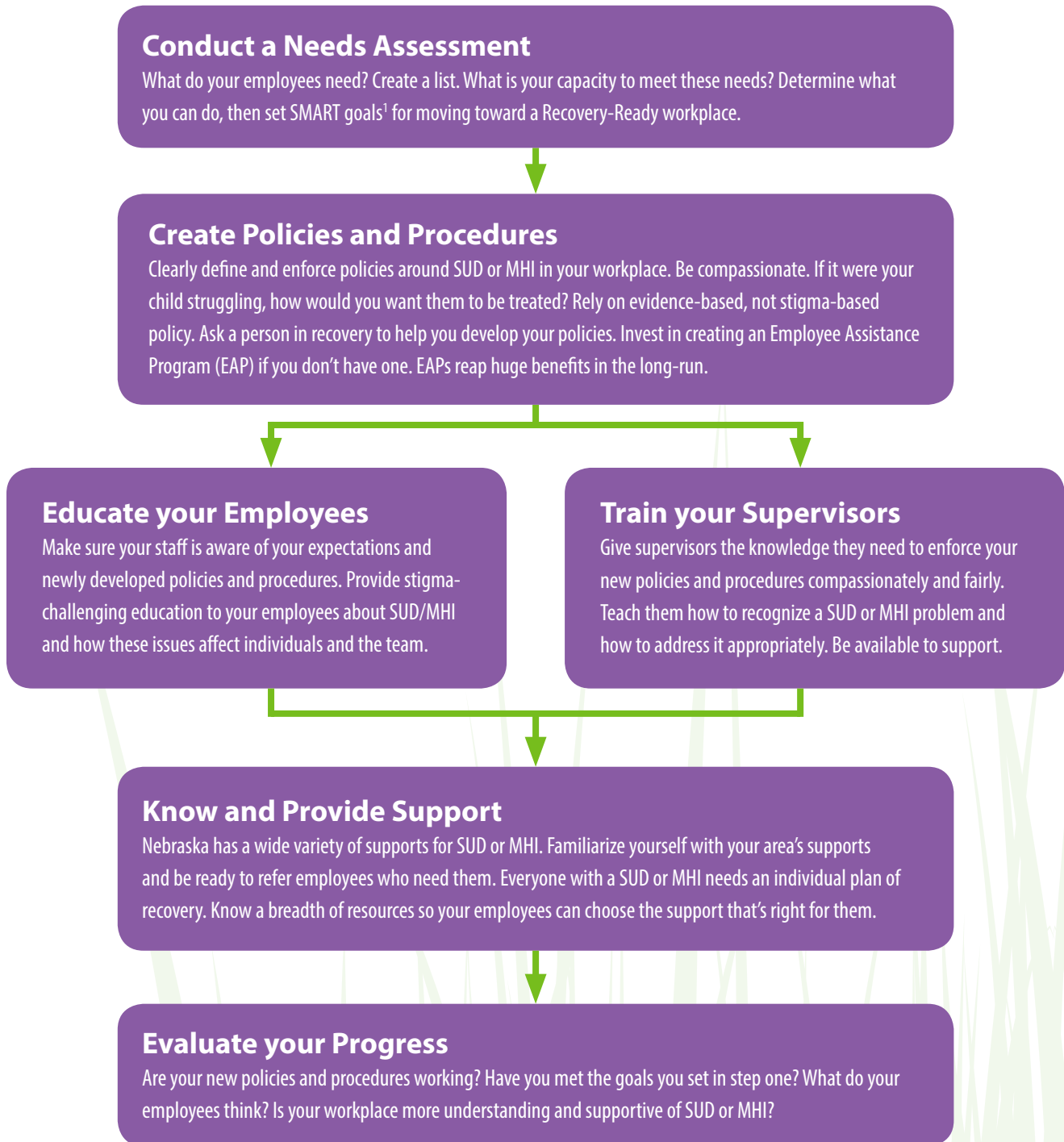


Creating a Recovery-Ready workplace

A collection of practical tools

Recovery-Readiness: Step by Step

These steps developed by the Atlantic Canada Council on Addiction are one example of how your company can start the journey of becoming a Recovery-Ready workplace.



¹: SMART stands for Specific, Measurable, Achievable, Relevant, and Time-bound. Following these guidelines will set your goals up for success. Learn more at https://en.wikipedia.org/wiki/SMART_criteria

fight stigma



Break the Silence

If you want your workplace to be Recovery-Ready, you must foster an environment where it's normal to talk about addiction and mental health issues. SUD and MHI thrive in darkness and secrecy. By creating an open-minded and compassionate work environment, you will catch SUD/MHI before it becomes an issue. Even better, you can prevent it from happening at all! Talking about SUD/MHI creates an atmosphere where your employees will feel able to get support before a SUD or MHI problem develops.

People are more than an illness.

Just as a person is more than their cancer or diabetes diagnosis, they are more than their SUD or MHI. Don't define people by their struggles. Avoid stigmatizing terms like *crazy, junkie, basket case, or addict*.

Be available for support.

You can foster a stigma-free environment by letting your colleagues know they can come to you if they need help with their problems. You can also reach out to them to offer support.

Be an ally by challenging stigma.

Facing the daily stigma of having a SUD or MHI can be exhausting. Do your part by challenging stigma. If you hear misinformation or a co-worker using stigmatizing language, kindly correct them.

Confront your own misconceptions.

It can be incredibly difficult to unlearn stigma when we hear it our whole lives. Be ready to challenge stigma in your thoughts, words, and actions.

Information compiled from Kaiser Permanente Business, 2019.

3 E's of Stigma Smashing

Engage

- Formalize your company's commitment to Recovery-Readiness. Enlist your employees to take enthusiastic ownership of the process.
- Provide on-demand education for staff and supervisors about SUD and MHI. Always use evidence-based information.
- Have a personal policy of openness regarding SUD/MHI. Do you struggle with SUD/MHI? Does someone in your family? A friend or partner? Talk about your experiences.
- Reach out and make yourself available to anyone who is struggling.

Encourage

- Offer mental health days and find other creative, tangible ways to prioritize the mental health of your employees.
- Celebrate success stories! Throw office parties for sobriety birthdays, or do something special to encourage people in recovery.
- Review available support through Employee Assistance Programs and health insurance coverage so your employees know what's available to them if they need help.
- If an employee returns from treatment, be kind and patient.

Empower

- Be flexible with people in recovery and listen to their needs. Allow them time to attend support groups, medical appointments, and other activities that promote their health.
- Offer a variety of options for SUD/MHI support and treatment.
- Provide comprehensive and accessible health insurance coverage.
- Everyone is unique. Support their talents, goals, and strengths.



Information compiled from **Recovery, Resiliency, & Person-First Language** by Magellan Healthcare, 2016 and **The Stigma of Addiction in the Workplace** by Australia's National Centre for Education and Training on Addiction, 2018.

person-first

Language has impact. Person-first, or person-centered language, is a way of speaking about people that respects their individuality—while respectfully acknowledging their differences. To get it right, simply **think before you speak!**

Jessica is a drug addict.

Jessica is a person living with a substance use disorder.

Devontae is bipolar.

Devontae is a person living with bipolar disorder.

When speaking about an individual or group, whether in their presence or not, ask yourself these questions:

1. Is this person's SUD or MHI relevant in this conversation?
2. Do I have permission to disclose this person's SUD or MHI?
3. Am I defining them as an individual, or defining them by their SUD/MHI?
4. Is this language stigmatizing or hateful? Would I want to be called this?
5. Is my language reinforcing stereotypes or breaking them down?

Pro Tip: use person-first language in your written documentation (policies, procedures, marketing materials) to build a culture of respect and individuality.

Hyams, K., Prater, N., Rohovit, J., Meyer-Kalos, P.S. (2018). Person-centered language. Clinical Tip No. 8 (April 2018): Center for Practice Transformation, University of Minnesota.



policies & procedures



Spelling out Recovery-Readiness

Creating a Recovery-Ready workplace starts with the documentation that makes up the foundation of your organization. From progressive to strict, there is a spectrum of policies and procedures that will uniquely fit your organization. Just as people in recovery are uniquely individual, no two companies will have the same policy needs! On the following pages you'll find examples of drug-free policies as well as Recovery-Ready policies. Strict drug-free policies tend to be more conservative than Recovery-Ready policies. You can pick and choose the items that work best for your organization. Use these items as inspiration to come up with your own custom policies and procedures. Whatever you do, two things are paramount: make sure that your policies and procedures are respectful and supportive of people in recovery; and be certain your policies and procedures are written in accordance with state and federal law.

Drug-free policies

Purpose & Goals

[AGENCY] is committed to protecting the safety, health and well-being of all employees and other individuals in our workplace. We recognize that alcohol abuse and drug use pose a significant threat to our goals. We have established a drug-free workplace program that balances our respect for individuals with the need to maintain an alcohol and drug-free environment. This policy recognizes that employee involvement with alcohol and other drugs can be very disruptive, adversely affect the quality of work and performance of employees, pose serious health risks to users and others, and have a negative impact on productivity and morale. This organization has no intention of interfering with the private lives of its employees unless involvement with alcohol and other drugs off the job affects job performance or public safety. As a condition of employment, this organization requires that employees adhere to a strict policy regarding the use and possession of drugs and alcohol. This organization encourages employees to voluntarily seek help with drug and alcohol problems.

Drug-Free Workplace Policy

Covered Workers: Any individual who conducts business for the organization, is applying for a position or is conducting business on the organization's property is covered by our drug-free workplace policy. Our policy includes, but is not limited to: executive management, supervisors, full time employees, part time employees, off site employees, contractors, volunteers, interns.

Applicability: Our drug-free workplace policy is intended to apply whenever anyone is representing or conducting business for the organization. Therefore, this policy applies during: all working hours; whenever conducting business or representing the organization; while on call; paid standby; while on organization property; at [AGENCY] sponsored events.

Prohibited Behavior & Items: It is a violation of our drug-free workplace policy to use, possess, sell, trade and/or offer for sale alcohol, illegal drugs or other intoxicants.

Notification of Convictions: Any employee who is convicted of a criminal drug violation in the workplace must notify the organization in writing within five calendar days of the conviction. The organization will take appropriate action within 30 days of notification. Federal contracting agencies will be notified when appropriate.

Searches: Entering the organization's property constitutes consent to searches and inspections. If an individual is suspected of violating the drug-free workplace policy, he or she may be asked to submit to a search or inspection at any time. Searches can be conducted of: pockets and clothing;

lockers; personal property such as: wallets, purses, briefcases, backpacks and lunch bags or boxes; desks and work stations; vehicles and equipment.

Drug Testing: To ensure the accuracy and fairness of our testing program, all testing will be conducted according to Substance Abuse and Mental Health Services Administration (SAMHSA) guidelines where applicable and will include a screening test; a confirmation test; the opportunity for a split sample; review by a Medical Review Officer, including the opportunity for employees who test positive to provide a legitimate medical explanation, such as a physician's prescription, for the positive result; and a documented chain of custody. All drug-testing information will be maintained in separate confidential records. Each employee, as a condition of employment, will be required to participate in drug testing for: pre-employment; pre-duty; periodic; random; post-accident; reasonable suspicion; return-to-duty; follow-up. The substances that will be tested for upon request of management are: Amphetamines; Cannabinoids (THC); Cocaine; Opiates; Phencyclidine (PCP); Alcohol; Barbiturates; Benzodiazepines; Methaqualone; Methadone; Propoxyphene. Testing for the presence of alcohol will be conducted by analysis of breath, saliva or blood. Testing for the presence of the metabolites of drugs may be conducted by the analysis of urine, breath, blood, hair, saliva, and sweat.

Any employee who tests positive will be: Immediately removed from duty; Suspended without pay for a period of 30 days; Referred to a substance abuse professional for assessment and recommendations; Required to successfully complete recommended rehabilitation including continuing care; Required to pass a Return-to-Duty test and sign a Return-to-Work Agreement; Subject to ongoing, unannounced, follow-up testing for a period of five years; and terminated immediately if he/she tests positive a second time or violates the Return-to-Work Agreement.

An employee will be subject to the same consequences of a positive test if he/she: Refuses the screening or the test; Adulterates or dilutes the specimen; Substitutes the specimen with that from another person or sends an imposter; Will not sign the required forms; Refuses to cooperate in the testing process in such a way that prevents completion of the test.

Consequences: One of the goals of our drug-free workplace program is to encourage employees to voluntarily seek help with alcohol and/or drug problems. If, however, an individual violates the policy, the consequences are serious. In the case of applicants, if he or she violates the drug-free workplace policy, the offer of employment can be withdrawn and the applicant may: Reapply after one year provided he/she has successfully passed a specified pre-employment drug test. If an employee violates the drug-free workplace policy, he or she will be: Subject to progressive disciplinary action and may be required to enter rehabilitation. An employee required to enter rehabilitation who fails to successfully complete it and/or repeatedly violates the policy will be terminated from employment. Nothing in this policy prohibits the employee from being disciplined or discharged for other violations and/or performance problems.

Return-to-Work Agreements: Following a violation of the drug-free workplace policy, an employee may be offered an opportunity to participate in rehabilitation. In such cases, the employee must sign and abide by the terms set forth in a Return-to-Work Agreement as a condition of continued employment.

Assistance: [AGENCY] recognizes that alcohol and drug abuse and addiction are treatable illnesses. We also realize that early intervention and support improve the success of rehabilitation. To support our employees, our drug-free workplace policy: Encourages employees to seek help if they are concerned that they or their family members may have a drug and/or alcohol problem; Encourages employees to utilize the services of qualified professionals in the community to assess the seriousness of suspected drug or alcohol problems and identify appropriate sources of help; Ensures the availability of a current list of qualified community professionals; Offers all employees and their family member's assistance with alcohol and drug problems through the Employee Assistance Program (EAP); Allows the use of accrued paid leave while seeking treatment for alcohol and other drug problems. Treatment for alcoholism and/or other drug use disorders may be covered by the employee benefit plan. However, the ultimate financial responsibility for recommended treatment belongs to the employee.

Confidentiality: All information received by the organization through the drug-free workplace program is confidential communication. Access to this information is limited to those who have a legitimate need to know in compliance with relevant laws and management policies.

Shared Responsibility: A safe and productive drug-free workplace is achieved through cooperation and shared responsibility. Both employees and management have important roles to play. All employees are required to not report to work or be subject to duty while their ability to perform job duties is impaired due to on- or off-duty use of alcohol or other drugs. In addition, employees are encouraged to: Be concerned about working in a safe environment; Support fellow workers in seeking help; Use the Employee Assistance Program; Report dangerous behavior to their supervisor. It is the supervisor's responsibility to: Inform employees of the drug-free workplace policy; Observe employee performance; Investigate reports of dangerous practices; Document negative changes and problems in performance; Counsel employees as to expected performance improvement; Refer employees to the Employee Assistance Program; Clearly state consequences of policy violations.

Communication: Communicating our drug-free workplace policy to both supervisors and employees is critical to our success. To ensure all employees are aware of their role in supporting our drug-free workplace program: All employees will receive a written copy of the policy; The policy and assistance programs will be reviewed at safety meetings; All employees will receive an update of the policy annually with their paychecks; Posters and brochures will be available at all locations; Employee education about the dangers of alcohol and drug use and the availability of help will be provided to all employees. Every supervisor will receive training to help him/her recognize and manage employees with alcohol and other drug problems.

Recovery-Ready policies

Professional & Personal Health

“Each employee has a professional and personal responsibility to manage and maintain their own personal recovery. [AGENCY] believes that everyone is the expert in their own lives and recovery. Our Core Values and Principles include all pathways of recovery. As such, we trust each of our employees to manage their personal recovery appropriately. Our policies around professional / personal health, wellness and self-care are designed to encourage staff to model recovery as well as our Core Values and Principles while maintaining a safe and supportive environment for everyone.”

Substance-Free Workday

We do not allow the consumption of non-prescription medication, alcohol or mood-altering substances that can lead to impairment during the working day. We want to promote a positive workday to maximize our effectiveness, performance, success, and to operate with integrity regarding our social purpose. This policy should not be interpreted as a requirement for complete abstinence, rather, it is specific to actions taken during the workday at our organization.

Wellness & Recovery

Staff are expected to communicate with their supervisors regarding their wellness and recovery at any time that it impacts their job performance. This is typically accomplished in supervision and is an ongoing conversation. If an employee's professional functioning is seriously impacted by any change in their wellness and recovery, the employee should immediately notify their supervisor. At this time, the employee and supervisor will update the Professional Development plan to include goals designed to restore the employee's health, wellness, and overall professional functioning. These goals are to be written collaboratively and agreed upon by both parties. At the discretion of leadership, completion of specific goals may be required for an employee to continue or return to work. At such time that an employee requests a temporary leave of absence to seek out professional assistance with their health, wellness, and recovery, the same process of modifying the Professional Development plan shall be used prior to returning to work. At no time shall a leave of absence as described in this policy be grounds for dismissal from employment by itself. Recurrence of use, when such staff's recovery is applicable to such a recurrence, is also not grounds for dismissal but shall be reason for the modification of the Professional Development plan to facilitate ongoing personal and professional success.

EAPs

Employee Assistance Programs

EAPs assist workplaces with intervention programs and offer various types of services for employees who may be experiencing SUD/MHI or a variety of other physical, mental, and emotional health concerns. EAPs play a vital role for employees and their families who may be struggling as well. EAPs are confidential and interactions are not reported to the employer unless specifically authorized by the employee. They can be initiated voluntarily or by referral in response to conduct or performance issues. All EAPs are not equal; be sure to investigate multiple options. EAPs will have an upfront cost, but research shows that after implementation companies can see a return of investment anywhere from \$3 to \$10 per \$1 spent. Consider these factors:

Workforce Budget Company wellness goals Services needed

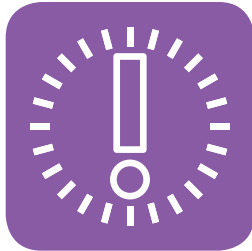
Attridge M, Amaral T, Bjornson T, et al. EAP effectiveness and ROLEASNA 2019

Ingredients of an EAP

Think about your favorite three-course meal. Chances are good that what you're picturing in your head is entirely different than the next person. EAPs should have the capacity to be similarly individualized for the employee AND the company. Your company has unique needs that you should consider when choosing services provided through your EAP. Similarly, your employee has unique needs and your EAP should reflect a variety of options that fit anyone's tastes. Use the programming options below as inspiration for your company's EAP!



SUD/MHI Screenings and Assessments



Crisis Intervention



Education



Treatment Referrals



Recovery Peer Support Referrals



Short- and Long-Term Counseling



Supervisor Trainings



Financial Counseling



Grief Counseling





Supporting employees in recovery

How to make a difference

Find a Recovery Champion

A Recovery Champion is a person in your workplace in recovery from SUD/MHI who...

- Challenges stigma
- Changes how others think and act about recovery
- Promotes open dialogue about recovery and the struggles it comes with
- Creates a supportive and understanding work environment for others in recovery
- Implements initiatives to improve wellbeing
- Is an encyclopedia for local resources that promote recovery
- Is willing to recover out loud. They are open and honest about their own recovery and a fierce advocate for others in recovery!

- Is not a professional or a counselor, but a peer. Willing to share their lived experience.

How can a Champion make a difference?

- Refers others to recovery resources (support groups, treatment, counseling)
- Leads by example. Encourages others to engage in self-care and healthy activities
- Starts individual and group discussions to create an atmosphere of openness and a dialogue around recovery
- Shares their own story of recovery and the tools they use to maintain it

Learn more at time-to-change.org.uk

prioritize & prevent

People First, Profits Second

To create an environment where recovery is encouraged and supported, show your employees that you prioritize their health. After all, an unhealthy employee is an unproductive one. By investing money and time in employee health, you will reap lots of benefits—and profit—later on. Here are some ways to ensure you have happy and healthy employees:

- Comprehensive and inexpensive health insurance policies equal healthy employees! Encourage them to use it.
- Health savings accounts are a helpful supplement to insurance. Allowing employees to use tax-free funds on health and wellness encourages them to go the extra mile.
- Offer generous paid time off including vacation days, sick days, and mental health days.
- Consider switching to a four-day workweek. Offer work from home. Both are shown to have positive health outcomes for employees—and they boost productivity!
- Allow employees flexible scheduling to attend medical appointments, support groups, and fitness classes.
- Encourage true work/life balance. Mandate that employees turn off their phones and log out of their inboxes when the workday ends.
- Provide plentiful and ongoing educational opportunities including trainings, certifications, seminars or conferences, and continuing education. Learning keeps the mind healthy and your employees engaged.
- Consider reimbursing your employees for college tuition.

Battle burnout by empowering your employees to practice self-care and attend to their health needs.

What is burnout? It's a syndrome affecting employees who are overworked, exhausted, and oftentimes under-valued by their employers. While burnout can affect any employee from any industry, it is a particularly bad problem in helping fields (like social work, peer support, or counseling). In these fields, an employee's job is to care for other people. When helping-profession employees don't take enough time to care for themselves, they can experience compassion fatigue. You can see why an employee would get burned out by giving, giving, and giving more of themselves without receiving the care they need in return. None of us can pour from an empty cup. It's vital to the success of your company and to the health of your employees to prevent burnout and address it when it happens.



Signs of burnout

- | | |
|-----------------------------|---------------------------|
| exhaustion | lack of work/life balance |
| disengaged | cynical and critical |
| lack of motivation | anxiety, depression |
| difficulty concentrating | cope with substance use |
| difficulty completing tasks | decline in health |

Preventing & addressing Burnout

For individuals:

- Accept that it exists and identify why. Make a plan to address the issues properly. Include hobbies and self-care.
- Make sure basic needs are met: get enough food, sleep, exercise. Tend to your health.
- Take time off work. Use your paid time off!
- Get better at saying no. We can't do everything ourselves, and nor should we. Delegation is your best friend!

For organizations:

- Provide burnout prevention programs that promote health, wellness, and work/life balance.
- Make disconnection mandatory. Enforce work/life balance.
- Show employees your appreciation in tangible ways. Fair pay and good benefits speak louder than words of thanks.
- Provide an Employee Assistance Program that provides counseling. Make sure employees know it and can access it.



Stand Up for your Employees

As an employer, you will inevitably encounter an employee who struggles with SUD/MHI. By now you know that SUD/MHI are treatable conditions, and you're ready to support your employee. Here's how you can prepare to advocate for employees that need your support:

- Treat your employees with compassion. SUD and MHI are medical conditions. Treat an employee with SUD or MHI the same way you'd treat an employee with cancer or diabetes.
- Be open with your team (while still maintaining confidentiality). Often an employee's struggles with SUD/MHI will be noticeable to their coworkers. Have discussions with your team about how they can be supportive—without going into detail about your employee's issues.
- Maintain confidentiality. Again, SUD and MHI are medical concerns and should be treated as such. Though most employers are not bound by laws like the Health Insurance Portability and Accountability Act (HIPAA), you should keep health issues confidential; it's both legal and moral.
- Make adjustments for employees who are in recovery. You are required to provide reasonable accommodations to individuals with qualified disabilities under the ADA. An employee who is in recovery falls into this category. Be flexible with scheduling so they can attend support groups or medical appointments. Provide a leave of absence for an employee who needs to seek treatment.

Knowing area resources will let you respond quickly and effectively when an employee needs help.

No matter what area you're in, there are resources available to support people struggling with SUD and MHI. Oftentimes a person struggling with SUD or MHI will be in crisis; other times, the situation might not be as urgent. By knowing the breadth and depth of resources in your area, you can feel ready to recommend options for support. If you are looking for a resource that your area doesn't provide, check out telehealth and online service providers. On this page, we list some categories of resources that are important to know. Take the time to fill them in so that you're prepared to offer support when it's needed. You can find an extensive list of Panhandle-area resources by going to the Panhandle Public Health District's Basecamp page: <https://tinyurl.com/panhandlebasecamp>.

	Substance Use Disorder	Mental Health Issues or Dual Diagnosis
INPATIENT TREATMENT	Detoxification: 28-Day Programs: Long-term treatment:	Psychiatric Crisis Centers: 28-Day Programs: Long-term treatment:
OUTPATIENT TREATMENT	Medication for Opioid Use Disorder providers: Intensive Outpatient Programs (Group): Individual Substance Use Counselors:	Medication Management Providers: Intensive Outpatient Programs (Group): Individual Mental Health Counselors:
PEER SUPPORT	Support Groups (12 Step, Faith-Based, SMART Recovery, etc.): Local Recovery Community Centers: Recovery-Supportive Housing:	Support Groups (Seeking Safety, trauma groups, Double Trouble): Local Peer-Run Mental Health Organizations: Suicide Prevention or Mental Health Crisis Lines:
OTHER		



People in recovery are amazing employees

Your company will benefit from
Recovery-Readiness

Supporting your employees through treatment and recovery has many long-term benefits.

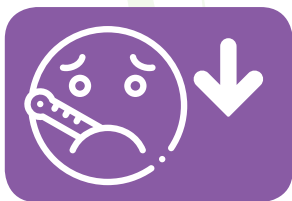
Recovery-Readiness benefits your company too! Creating a supportive workplace sends a clear message to your employees that you value them. Investing in recovery means investing in your company's greatest asset: its people! By embracing employees who are seeking treatment and recovery, you improve their health outcomes while drastically improving your retention rates and productivity at the same time.

Traditional drug-free workplace policies are punitive. Many employers believe that termination is the ideal way to respond to an employee who presents with SUD or MHI. Zero-tolerance policies of the past lead to a limiting of qualified candidates. We now know that recovery is good for business! Of course, paying for treatment costs money, but "every dollar a business spends helping employees get treatment saves \$4 in healthcare costs." Workers in recovery save their employees on average \$3,200 annually—up to \$8,400 in some industries. Loyalty, job satisfaction, positive employee relationships—an investment in recovery is an investment in all of these. You'll wonder why you didn't do it sooner!



"It's possible for high-performing employees who bring tremendous value to their organizations to also struggle with [SUD or MHI]. If they're simply fired, these employees lose the income, routine, social support, and self-confidence they get from their job — along with health benefits that could have helped them access treatment. And on top of losing team members with institutional knowledge and experience, the employer spends 20% of each former employee's annual salary to replace them."

—Kaiser Permanente, 2020*



Fewer missed work days, including vacation and sick days.



Employees in recovery have lower turnover rates than any other group.



They are employees with a sense of purpose, loyalty, and commitment.

Conclusion

This toolkit was created to assist with employers' in becoming Recovery-Ready and with the understanding of substance use and how it impacts the workplace and how important addressing this issue. Substance use is a complex issue and there is no easy solution, but this toolkit lays out a few key steps to addressing substance use that impacts the workplace. Workplaces are encouraged to apply the steps, tools, and resources provided and to connect with local service providers and community stakeholders in their area who can provide them with further support and guidance in addressing problematic substance use. Teddy Roosevelt once said, "Far and away the best prize that life has to offer is a chance to work hard at work worth doing." We know this work will be challenging at times, but we believe this is "work worth doing."

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Glossary

Dependence A state where the body adapts to the presence of a drug and presents withdrawal symptoms when drug use is reduced or discontinued.

Harm Reduction A treatment and prevention approach that encompasses individual and public health needs, aiming to decrease the consequences of addiction related problems. These can include needle exchanges and naloxone for overdose prevention.

Misuse The use of substances in any way other than as directed by a prescriber; the use of a drug in any manner, situation, amount, or frequency that can cause harm to self or others.

Overdose A potentially fatal medical incident where a toxic amount of drugs, or a combination of, drugs overwhelms the body. When overdosing on opioids, breathing, blood pressure, and heart rate will all slow and can lead to coma or death.

Prevention An approach on helping people develop the knowledge, attitudes, and skills they need to make good choices or change harmful behaviors related to substance use.

Recovery A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

Remission A medical term meaning a disappearance of signs and symptoms of the disease.

Return to use One or more instances of substance use without a return of symptoms of SUD. A return to substance use may lead to return of SUD symptoms.

Treatment A process of diagnosing and treating individuals with SUD. Treatment can occur in a variety of settings and forms. Treatment is a long term process.

Tolerance Alteration of body's responsiveness to alcohol or other drugs such that higher doses are required to produce the same effect achieved during initial use.

Withdrawal A series of symptoms ranging in severity that follow the absence of substance use in someone's system after prolonged exposure.



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