



SAMHSA Workplace Model, Effective, and Promising Programs

To help professionals in the field and the public become more aware of evidence-based substance abuse prevention, mental health treatment, and related programs, the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Prevention (CSAP) created the National Registry of Effective Programs and Practices (NREPP). NREPP conducts rigorous scientific reviews that have yielded a repository of evidence-based programs. In 2002, SAMHSA's Model Programs Dissemination Project received its first evidence-based programs designed to eliminate or reduce substance use and abuse in work settings.

A number of workplace-oriented programs have been accepted into the NREPP repository of substance abuse prevention, early intervention and treatment programs.

Model, Effective, and Promising Programs are defined as follows:

- **SAMHSA Model Programs** are *Effective Programs* whose developers have the capacity and have coordinated and agreed with SAMHSA to provide quality materials, training, and technical assistance to practitioners who wish to adopt their programs.
- **Effective Programs** are prevention programs that produce a consistent positive pattern of results.
- **Promising Programs** provide useful, scientifically defensible information about what works in prevention but do not yet have sufficient scientific support to meet standards set for Effective/Model programs.

The following tables describe SAMHSA's Model, Effective, and Promising Programs designed for workplace settings.

| Model Programs | Description | Results/Outcomes |
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| <p>Coping with Work and Family Stress: is a 16-session weekly group intervention designed to teach employees how to develop and apply effective coping strategies to deal with stressors at work and at home.</p> <p><u>Program Developer</u> David L. Snow, Ph.D. Professor and Director The Consultation Center and Division of Prevention and Community Research Yale University Department of Psychiatry 389 Whitney Avenue New Haven, CT 06511 Phone: 203-789-7645 Fax: 203-562-6355</p> | <p>The program works because it:</p> <ul style="list-style-type: none"> • Increases use of social support • Promotes changes in the meaning of stressful events • Promotes less reliance on avoidance coping strategies • Promotes increased use of a wider range of stress management approaches • Preventions or reduces of psychological symptoms such as depression and anxiety | <p>Program participants show:</p> <ul style="list-style-type: none"> • 16% increase in the use of active behavioral coping skills • 15% increase in the use of social support coping • 33% reduction in avoidance coping • 17% reduction in social withdrawal coping • 31% reduction in alcohol consumption among a female sample, 16% reduction in a male and female sample, and 26% reduction for a subgroup of higher alcohol users within the male and female sample • 18% reduction among a female sample and 11% reduction in a male and female sample in depression, anxiety, and somatic complaints |
| <p>Healthy Workplace: is a set of workplace substance abuse prevention interventions that reduce unsafe drinking, illegal drug use, and prescription drug abuse while improving the health practices of adult workers. Cast in a health promotion framework and rooted in social-cognitive principles of behavior change, the program</p> | <p>The program works because it:</p> <ul style="list-style-type: none"> • Reaches the mainstream of workers through the positive vehicle of health promotion • Raises awareness of the benefits of healthful practices and the hazards of | <p>Program participants show:</p> <ul style="list-style-type: none"> • 47% reduction in the number of drinks consumed in past 30 days • 67% reduction in the number of days of heavy drinking in past 30 days |

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| <p>integrates substance abuse prevention material into popular health promotion programs, defusing the stigma that accompanies substance abuse, thus removing barriers to help-seeking behavior.</p> <p><u>Program Developer</u> Royer F. Cook, Ph.D. ISA Associates, Inc. 201 North Union Street, Suite 330 Alexandria, VA 22314 Phone: 703-739-0880 Fax: 703-739-0462 royercook@mindspring.com</p> | <p>using alcohol, tobacco, and illegal drugs and misusing legal drugs</p> <ul style="list-style-type: none"> • Teaches employees specific techniques for improving health and reducing use of alcohol, tobacco, and illegal drugs • Uses carefully constructed videos to raise self-efficacy and provide models for how healthful practices can be embraced and substance abuse reduced. | <ul style="list-style-type: none"> • Improved motivation to reduce drinking • Reduced use of alcohol or illegal drugs to relieve stress • Increased perceived risks of alcohol and illegal drug use • Improved health practices and beliefs, such as confidence in ability to improve health |
| <p>JOBS Program: is a group-based psychological educational intervention that has the goals of promoting reemployment and enhancing the coping capacities of unemployed workers and their families. The intervention offers a system for delivery and evaluation of a job-search skill enhancement workshop for unemployed job seekers 17 to 65 years of age.</p> <p><u>Program Developer</u> Richard H. Price, Ph.D. Director Michigan Prevention Research Center University of Michigan 426 Thompson Street P.O. Box 1248 Ann Arbor, MI 48106 Phone: 734-763-0446 Fax: 734-936-0548 ricprice@umich.edu</p> | <p>The program works because it helps participants:</p> <ul style="list-style-type: none"> • Identify effective job-search strategies • Improve job-search skills • Increase self-esteem and confidence • Remain motivated to engage and persist in job-search activities until they become reemployed | <ul style="list-style-type: none"> • Fewer depressive episodes among JOBS Program participants • Greatest benefit obtained by high-risk population – uneducated workers and unemployed women • Study participants found higher paying jobs • Program’s cost rapidly offset by increased tax revenues associated with higher paying jobs obtained by program participants |

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| <p>Team Awareness: is a workplace training program that addresses behavior risks associated with substance abuse among employees, their coworkers and, indirectly, their families. This program has been shown to increase employee help-seeking for and supervisor responsiveness to troubled workers, enhance the work climate, and reduce problem drinking.</p> <p><u>Program Developer</u> Joel Bennett, Ph.D. Organizational Wellness and Learning Systems 4413 Overton Terrace Fort Worth, TX 76109 Phone: 817-921-4260 Cell: 817-845-2772 owls@charter.net</p> | <p>The program works because it:</p> <ul style="list-style-type: none"> • Promotes social health and increased communication between workers • Improves knowledge and attitudes toward alcohol- and drug-related protective factors in the workplace such as a company policy or Employee Assistance Programs • Increases peer referral behaviors | <p>Program participants are:</p> <ul style="list-style-type: none"> • Significantly less likely to come to work under the influence of illegal drugs or alcohol • Two times as likely to decrease problem drinking behaviors • Nearly three time less likely to work with or miss work due to a hangover • Likely to double their help-seeking behavior • Significantly more likely to work in groups that encourage coworkers to stop a drinking or drug habit |
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| Effective Programs | Description | Results/Outcomes |
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| <p>Wellness Outreach Program: A Step-by-Step Guide: tested the efficacy of embedding alcohol moderation content within a general health and cardiovascular screening program. University of Michigan employees were offered cardiovascular and general health assessment, including assessment of alcohol risk, with immediate feedback at the end of the screening.</p> <p><u>Program Developer</u> Max A Heirich, Ph.D. Institute of Labor and Industrial Relations 111 E. Catherine St. Ann Arbor, MI 48109-2054 Phone: 734-668-1008 mheirich@umich.edu</p> | <p>Depending on assignment, one-half of the participants received follow-up wellness counseling sessions. During session, counselors reviewed client's health risks with them, encouraged them to select one health risk for immediate improvement efforts and to choose a simple behavior change that could begin to improve their health, and addressed the role alcohol plays in each cardiovascular risk relevant for the client. All participants were re-screened 2 years after the initial screening.</p> | <p>At post test, more participants who:</p> <ul style="list-style-type: none"> • Were at-risk drinkers (>2 or 3 drinks/day) and who received continued wellness counseling with alcohol-focused information lowered their drinking to a safe level compared to at-risk drinkers who received only the screening/re-screening • Were initially "safe" drinkers and who received the continued wellness counseling were more likely to stay safe drinkers than those safe drinkers in the screening/re-screening • Received continued wellness counseling became cardiovascular disease (CVD)-risk free compared to those who received no wellness counseling • Did not receive wellness counseling increased their number of CVD risks compared to those in continued wellness counseling |

| Promising Programs | Description | Results/Outcomes |
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| <p>Parenting Partnership: is a collaborative initiative between corporate worksites and human service providers that focused on enhancing parenting skills, knowledge, and attitudes while at the same time facilitating the creation of support networks within the worksite. The project strives to prevent substance abuse and related socio-emotional, behavioral and academic difficulties by reducing the exposure of children and youth to developmental risk conditions and by enhancing protective factors in the family.</p> <p><u>Program Developer</u> Robert D. Felner, Ph.D. National Center on Public Education and Social Policy Univ. of Rhode Island 19 Upper College Road Kingston, RI 02818 Phone: 206-543-6382 Fax: 401-874-5453 rfelner@uri.edu www.ncpe.uri.edu</p> | <p>This program is based on the understandings that:</p> <ul style="list-style-type: none"> • Parents will provide their children with developmentally enhancing family environments to the extent that they possess the skills, support and information they need to function and handle stress in healthy ways • Parents will be able to use those skills and draw on critical support resources (other parents in the workplace) to avoid their own involvement in substance abuse and other adaptive difficulties. | <ul style="list-style-type: none"> • 80% program participant retention rate • 78% session attendance rate among parents for the full length of the program • Program overcame traditionally lower-levels of participation by demographic subgroups such as fathers and families living in poverty • Program dosage was significantly related to impact: program parents who received high dosage levels showed better short- and longer-term impacts on child behavior problems and strengths, substance abuse resistance-related knowledge and attitudes, reduced parental stress, depression and irritability, and increased utilization of social support |

Upcoming Workplace Programs

Effective

Program Developer

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Program Name: Rockford Enhanced EAP

Employee Assistance Programs (EAPs) deal with alcohol and other health and behavior problems by offering such services as training and consultation with supervisors, outreach and education, short-term counseling, and referrals to longer-term services. The Rockford Enhanced EAP was developed to deliver comprehensive outreach services to all employees who may have alcohol-related and other workplace problems. Standard EAP materials, typically targeting white males, were enhanced to address the concerns of women and minorities. Counselors with expertise in gender, family, and cultural issues were employed, and training curricula were revised to better prepare new and current EAP counselors in providing effective services for the needs of diverse populations. Supervisor training materials were enhanced to increase awareness of potential discriminatory practices and attitudes that may affect EAP use. Workplace outreach manuals were revised to be inclusive of women and minorities without targeting them as troubled.

Promising

Program Developer

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Program Name: The Job Loss Recovery Program

The Job-Loss Recovery Program™ utilizes self-generated imagery. The imagery intervention is composed of four components: emotional expression, ideal self, imaginal rehearsal of a successful job interview, and positive growth. First, participants mentally experience, express, and resolve thoughts and emotions surrounding the job loss, followed by the construction of a valued successful possible self. Third, participants mentally rehearse competent performance at a job interview while imagining attaining their desired job. Lastly, participants are guided in constructing psychological and spiritual growth opportunities, such as an inner mentor. Based on past theory and research it was expected that the four-component career transition program would enhance mental and emotional responses to job loss and facilitate reemployment relative to a placebo control group.

Program Developer

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Program Name: Therapeutic Workplace

In the Therapeutic Workplace, drug abuse patients are hired and paid to work. Participants are routinely required to provide drug-free urine sample to gain and maintain access to the workplace. Participants gain a salary as long as they remain drug-free, thus promoting drug abstinence. Voucher reinforcement was utilized to promote abstinence, and to maintain workplace attendance. In addition, voucher reinforcement was arranged to promote professional demeanor, learning and productivity. Patients earned monetary vouchers that could be exchanged for goods and services.

Other workplace interventions that have been successfully evaluated include:

GetFit.SAMHSA.Gov

GetFit.SAMHSA.Gov is a free, research-based Web site that can be easily tailored to your existing drug-free workplace program, employee assistance program, or health and wellness initiative. GetFit provides a confidential, stigma-free way for employees and their families to find information on physical health, mental health, drugs, and alcohol. GetFit takes the messages of substance abuse prevention, early intervention, and treatment and provides them in an overall strategy for health, wellness, and safety in the workplace and at home.

Businesses of any size from any industry can customize their own version of GetFit through an easy, step-by-step online process. Organizations can select graphics, display a corporate logo, and offer valuable company-specific information-contacts, policies, programs, services, resources, and benefits information-all in one centralized At Work section of the Web site. Organizations who choose to customize their own version of GetFit will receive a unique Web address specific to their workplace such as <http://www.myworkplace.atgetfit.net>

For more information, visit <http://getfit.samhsa.gov>

PeerCare

Program Evaluator

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Program Description

PeerCare is a union-management partnership that uses employee occupational peer groups to stop the acceptance and support of working while under the influence of drugs or alcohol. In exchange for employee efforts, management moved from a punitive approach to supportive and restorative aid for substance abusers. Program volunteers educate, intervene, and refer workers to appropriate support services to attain healthier, substance-free lifestyles without employer disciplinary action. The program works because:

- Strict confidentiality is maintained.
- It has corporate and union champions.
- The unions operate the program with significant company financial support.
- It treats all volunteers as equals, regardless of job title.
- More than 20% of the workforce received 1-2 days of training, primarily in 1988-91.
- Regular meetings and successes sustain the volunteers.
- It provides effective peer support for large numbers of at-risk employees with off-site, overnight work.
- It coordinates with an in-house EAP.
- It operates in an environment with random and for-cause drug and alcohol testing.

Results/Outcomes

The program:

- Changed the corporate culture from tolerating and protecting substance abusers to getting them off the worksite and helping them.
- Retained its volunteers. In 2000, 37% of employees trained since 1988 were serving on teams; 10% were in management and thus ineligible to be team members; 33% were inactive; and 20% had left the company.
- Reduced injuries by 50%, including testing-related reductions.
- Significantly reduced disciplinary actions and related terminations.
- Saved the company \$28 in injury, disciplinary, and turnover costs for each dollar invested (with testing costs included in the program costs).