



# SAMHSA's NREPP Model Programs For The Workplace

Workplaces seeking to broaden their substance abuse prevention efforts can consider implementing one of the many evidence-based substance abuse prevention programs that SAMHSA has recognized as effective. These programs have been carefully implemented and rigorously evaluated, and have shown consistently positive outcomes. They have met stringent standards set by the National Registry of Evidence-based Programs and Practices (NREPP). Technical assistance can be obtained from the program developers. Examples of NREPP model workplace programs are described below.

***Coping With Work and Family Stress: A Workplace Preventive Intervention*** is a 16-session weekly group intervention that teaches employees to develop effective coping strategies for dealing with stressors at work and at home. Companies provide release time so that employees can participate in the program consistently. The first component presents methods to help eliminate or modify sources of stress. The second component gives techniques to modify cognitive processes that lead to or exacerbate stress. The third component emphasizes stress management and reducing the use of avoidance coping and other negative tension-reducing behaviors (e.g., use of alcohol and other drugs). In the final session, participants create personalized stress management plans to maintain the program's beneficial effects.

## **Intended Population**

The program was tested in a wide range of work settings including manufacturing, water authority, telecommunications, and utility companies. The target population included both men and women working in various occupational groups and of diverse ages and ethnic, racial, and socioeconomic backgrounds. The participants also varied in

education, religious affiliation, marital status, and number of children.

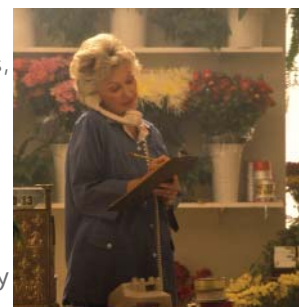
## **How It Works**

Specific techniques include didactic presentations, group discussion and problem solving, and looking at personal experiences. The strategies provide opportunities to learn a wide range of active coping skills, to consider ways to make better use of social networks, and to practice specific stress management approaches. Though the program is conducted in a group setting, it promotes behavior change in relation to employees' unique work and family situations. This intervention is adaptable to any work setting.

## **Implementation Essentials**

The program uses a "train-the-trainer" model involving personnel in the workplace or other professionals in the community to implement the program. Training takes 3 full days with two trainers, with up to 20 participants in each training series.

Onsite or telephone follow-up is essential to guarantee program fidelity and to troubleshoot issues that might arise once implementation in the work setting begins. It is vital to have strong management support for the program, with a commitment to provide release time for employee participation.



Individuals training to implement the program receive intervention materials (at cost), including a curriculum, a supply of handouts for each session, and CD-ROM that illustrate stress



management techniques. When the program is implemented, these materials are provided to the employees so they can practice using new coping strategies and stress management techniques at home between sessions and after completing the program.

Sixteen 1 1/2-hour sessions are conducted by a trainer with a group of 15 to 20 employees. The trainer needs approximately 4 to 6 hours per week



to prepare and deliver the course, and the need for administrative support is minimal. Space for conducting the sessions is provided by the company. Equipment and materials include a flip chart,

handouts, CD-ROM, three-ring binders for all participants, and the optional use of an overhead projector or PowerPoint for presentations.

According to the evaluation studies of the program's effectiveness across a wide variety of companies and employees, the program resulted in:

- Significant reduction in work and family stressors
- Significant increase in problem-solving and cognitive coping strategies
- Significant reduction in the use of avoidance coping strategies
- Significant increase in social support from supervisors and co-workers
- Significant reduction in use of alcohol and other drugs
- Significant reduction in depression, anxiety, and somatic complaints

To learn more about the program and obtain information on contacts and training, visit [http://www.modelprograms.samhsa.gov/template\\_cf.cfm?page=model&pkProgramID=422&section=b](http://www.modelprograms.samhsa.gov/template_cf.cfm?page=model&pkProgramID=422&section=b) ackground

**Team Awareness** is a workplace training program that addresses behavioral risks associated with substance abuse by employees and, indirectly, employees' 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. The program is appropriate for companies or businesses of any size.

### Intended Population

*Team Awareness* is designed for use in any type of organizational setting or occupational group where employees interact with or depend on each other to get work done. The training may be particularly effective for employees in safety-sensitive

### Proven Results:

- 16% increase in the use of active behavioral coping skills
- 15% increase in the use of social support coping
- 33% reduction in avoidance coping (e.g., "I avoided doing anything about the situation")
- 17% reduction in social withdrawal coping (e.g., "I avoided being with people")
- 18% reduction among a female sample and 11% reduction in a male and female sample in depression, anxiety, and somatic complaints

occupations (e.g., construction workers, emergency response and law enforcement personnel, machinery or equipment operators, transportation workers) or workplaces where tradition supports coworkers' use of alcohol to handle stress or to socialize. The program has been tested on a wide variety of white- and blue-collar occupations with same- or mixed-gender compositions within two municipal work forces. *Team Awareness* has also been adapted for use by small businesses and community-based alcohol or drug awareness centers.

The training consists of six modules delivered in two 4-hour sessions. (Larger companies generally require multiple training sessions.) *Team Awareness* is highly interactive and uses group

discussion, communication exercises, a board game, role playing, and self-assessments. Modules cover policy ownership, enabling, stress management, listening skills, and peer referral.

### ***How It Works***

*Team Awareness* can serve three different functions depending on the needs of a business and can be positioned as

- An enhanced drug-free workplace program
- A team communication workshop
- A work culture intervention

The original design of *Team Awareness* includes three core components:

- Preparatory focus groups and meetings to collect policy information, establish rapport, and facilitate employee involvement
- Supervisor training (two 4-hour sessions)
- Employee training (two 4-hour sessions)

The training consists of six modules:

- **Relevance:** Increases employee ownership of the importance of their role in substance abuse prevention in their worksite. (2 hours)
- **Team Ownership of Policy:** The Risks & Strengths Game creates positive attitudes toward company substance abuse prevention policies as tools for risk prevention. (1.5 hours)
- **Reducing Stigma & Tolerance and Increasing Responsiveness:** Reduces risky levels of supervisor and coworker tolerance of substance use (i.e., enabling and codependence). (1 hour)
- **Work Stress, Problem Solving, and Substance Use:** Identifies signs of poor coping and the role of substance use. Promotes healthy alternatives for dealing with stress. (1 hour)
- **Workplace Communication Skills:** Reviews listening skills and identifies workplace communication norms. (1 hour)

- **Encouragement:** The NUDGE Model develops peer referral skills and employee alliance with EAPs. (1 hour)

### ***Implementation Essentials***

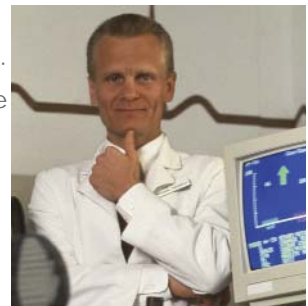
Successful implementation of *Team Awareness* requires a facilitator who understands the overview manual and each of the manuals for the six *Team Awareness* modules. Manuals/materials are available for free downloading from Organizational Wellness & Learning Systems at [www.organizationalwellness.com](http://www.organizationalwellness.com), or the Institute of Behavioral Research at Texas Christian University at [www.ibr.tcu.edu](http://www.ibr.tcu.edu).

The facilitator must also be familiar with the organization's work climate, current substance use policies and related documents, and employee assistance resources such as the company medical office and the Employee Assistance Program (EAP).

Some modules require the facilitator to incorporate information on particular policies and resources.

Sessions should be delivered to groups of 10

to 25 employees in a training room equipped with an overhead projector, screen, and flipcharts. Participants can be drawn from the same or different work groups or settings.



### **Training**

Facilitator certification takes 3.5 days and can be done on- or offsite. It involves:

**Day 1:** Orientation, training, and practice sessions for modules one and two; review of theory and background research.

**Day 2:** Orientation, training, and practice sessions for modules three through five.

**Day 3:** Orientation, training, and practice sessions for module six; review adaptations for supervisors, focus groups, customizations, and fidelity issues.

**Day 4:** Receipt and review of evaluation protocols; and review of transfer management (strategies for applying what has been learned). (1/2 day)

### Technical Assistance

The developer will conduct focus groups, help customize aspects of the program to fit particular policies and resources, and assist with pre-post evaluation and fidelity assessments.

To learn more about the program and obtain information on contacts and training, visit [http://www.modelprograms.samhsa.gov/template\\_cf.cfm?page=model&pkProgramID=183&section=b](http://www.modelprograms.samhsa.gov/template_cf.cfm?page=model&pkProgramID=183&section=b) ackground.

*The Healthy Workplace* program is a set of workplace substance abuse prevention interventions designed to reduce unsafe drinking,

Benefits:
■ Reduces alcohol- and drug-use risk factors in the work setting
■ Improves work group climate that supports employee health and wellness
■ Increases supervisor willingness to use the Employee Assistance Program (EAP)
■ Decreases employee tendency to ignore or stigmatize coworkers with problems
■ Improves confidentiality (respect for privacy) within the work group
■ Reduces social norms that support drinking with coworkers

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 integrates substance abuse prevention material with popular health promotion strategies, thereby defusing the stigma that often accompanies substance abuse and removing barriers to help-seeking behavior.

Proven Results:
Employees who participated in Team Awareness were
■ 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 times 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
*Six-month followup analyses, compared to a control group.

*The Healthy Workplace* achieves positive results because it:

- Reaches the mainstream of workers through the vehicle of health promotion
- Raises awareness of the benefits of healthful practices and the hazards of using alcohol, tobacco, and illegal drugs, and misusing legal drugs
- Teaches employees specific techniques for improving health and reducing use of alcohol, tobacco, and illegal drugs
- Incorporates carefully constructed videos to increase self-efficacy and provide models for embracing healthful practices and reducing substance abuse.

### Intended Population

*The Healthy Workplace* has been tested in large- and medium-sized companies including manufacturing and printing facilities, an insurance company, and within groups of construction workers. It has been implemented in a wide variety of industries (e.g., insurance, printing, telecommunications, pharmaceutical manufacturing), occupational groups (clerical workers, technical/professional, construction, managerial), and ethnically diverse workforces, including African American, Asian American, Hispanic/Latino, and White workers. The program

has been implemented in all regions of the country within workforces that include male, female, young, and middle-aged workers.

### How It Works

*The Healthy Workplace* consists of five interventions that are delivered in small group sessions using videos and print materials. The interventions can be used in any order and are selected based on the organization's goals and workforce composition.



Three of the interventions are relatively brief, typically requiring three to four sessions lasting 1 hour or less.

- The *Say Yes! Healthy Choices for*

*Feeling Good* intervention is a general health promotion program with substantial segments on alcohol and drug abuse.

- The *Working People: Decisions about Drinking* intervention focuses on alcohol abuse prevention and is especially appropriate for a young (18 to 35 years old) blue-collar workforce
- *Make the Connection* is a three-part series of video and print materials designed for insertion into workplace health promotion programs on stress management, weight management/nutrition, and fitness.
- The *Power Tools* intervention is an eight-session program for young, male, blue-collar workers that combines instruction on general health issues with special sessions devoted to alcohol and drug abuse.
- *Prime Life 2000* is a multi-tiered intervention consisting of a series of small group sessions on stress management, healthy eating, and fitness. Videos and print materials are mailed to all employees, and supervisors receive training in EAP utilization. All components include information on preventing alcohol abuse, illegal drug use, and prescription

drug abuse.

### Implementation Essentials

Small group sessions of 10 to 20 employees are typically held in an organization's training or conference room. A trainer who is familiar with the Training Guide and has the supporting videotapes and print materials can implement any of the interventions. If the work site already has an active health promotion program, modifications of *Make the Connection* or *Prime Life 2000* may be used since these interventions are designed to add alcohol- and drug-use information to existing programs.

### Training and Materials

Each intervention has a Training Guide and supporting materials that can be ordered at [www.centerforworkforcehealth.com](http://www.centerforworkforcehealth.com).

A special Web-based program, The Prevention Connection, has been created to train health promotion specialists to implement these interventions. This training program can be accessed at [www.PrevConn.com](http://www.PrevConn.com).

To learn more about the program and obtain information on contacts and training, visit [http://www.modelprograms.samhsa.gov/template\\_cf.cfm?page=model&pkProgramID=239&section=background](http://www.modelprograms.samhsa.gov/template_cf.cfm?page=model&pkProgramID=239&section=background).

When compared to a control group, Healthy Workplace participants achieved:
■ A 47-percent reduction in the number of drinks consumed in the past 30 days
■ A 67-percent reduction in the number of days of heavy drinking in the past 30 days
■ Improved motivation to reduce drinking
■ Reduced use of alcohol or illegal drugs to relieve stress
■ Increased perception of the risks of alcohol and illegal drug use
■ Improved health practices and beliefs (e.g., confidence in ability to improve health)

**Wellness Outreach at Work (WOW)** Provides comprehensive health risk-reduction services to all employees at a workplace that include health screening, intensive follow-up, and worksite health promotion. Alcohol education is integrated into the context of health-risk counseling.

*Wellness Outreach at Work* is based on five principles:

- 1) Reach out to all employees;
- 2) Deliver comprehensive care that includes cardiovascular and cancer risk screening, and personalized follow-up healthcoaching that includes alcohol education;
- 3) Conduct waves of follow-up through mailings, telephone calls, and personal contacts;
- 4) Make participation voluntary and friendly; and
- 5) Provide long-term direct employee support and long-term support within the workplace (e.g., low-fat cafeteria food options, peer-led health promotion).

### Intended Population

WOW was originally tested in manufacturing plants and in a university and a hospital setting. The



model also has been tested in churches, school systems, gas stations, and an airplane servicing facility. WOW participants have included African American, Hispanic/Latino, and White bluecollar,

whitecollar, management, and professional employees. WOW targets working adults in the workplace age 25 older and retirees.

### How It Works

The WOW program begins with free, worksite-wide healthrisk screening, including biometric measures of health status. Health screenings are followed by a 15–to–20 minute personalized coaching session that directs employees' attention to health matters in general, and their own health risks. Some employees receive follow-up outreach, based on the number and severity of their discovered health



risks. Employees are seen one to four times per year thereafter, based on risk factors, in sessions that take about 20 minutes.

WOW program interventions also

provide baseline information about health risks for the total workforce, so at the same time, a worksite Wellness Committee looks at company policies and practices that could improve employee health, and creates activities and peer support for health improvement. The committee typically meets once a month to assess how well WOW is working, sponsor health improvement activities, give generalized feedback to the health coaches, and to discuss health-relevant policies with company management. As employees lower their health risks, health counselors see them less frequently, and a supportive social environment at work helps them maintain their health gains. Periodic reports to company management and the Wellness Committee track measurable changes in health risks for the employee population and gains in the work environment.

Used in more than 100 worksites, the program has reached more than 75,000 employees in organizations ranging in size from 5 to 6,000 employees including blue collar and white collar workforces. Significant results for participating employees include:

- Improved nutrition
- Reduction in alcohol consumption
- Maintained weight loss (for obese participants)
- Improvement in blood pressure control
- Decrease in other cardiovascular disease risks
- Increased personal exercise
- Successful stress management
- Improved relations with coworkers
- Heightened sense of wellbeing

Companies using the program have reported: decreased absenteeism, improved employee

morale, heightened productivity, and decreased use of disease care services.

### Implementation Essentials

A comprehensive implementation guide provides step-by-step instructions for implementing *Wellness Outreach at Work* and is available through the developer's Web site at [www.ilir.umich.edu](http://www.ilir.umich.edu).

Critical elements for successful program outcomes include:

- Management support
- Union involvement (where applicable)
- Guaranteed confidentiality of employee records
- Space(s) at the worksite where employees can receive confidential counseling
- Computerized data management

Successful program outcomes also require

- A Wellness Committee
- Ample staff of trained wellness professionals with appropriate supervisory oversight and support (ratio of counselors to employees = 1 fulltime or equivalent counselor per 500 employees)
- Use of program interaction protocol guidelines with clients, adapted to their personal lifestyle and preferences
- Program resources and materials concerning each cardiovascular disease(CVD) risk factor, including alcohol consumption guidelines—. It is essential to use CVD Health RiskScreening procedures that meet current National Institutes of Health (U.S. Department of Health and Human Services) guidelines for health risk profiles and appropriate interventions
- Necessary equipment includes blood pressure measuring equipment, immediate blood analyzers using finger-stick blood draws, weight scales, and body fat measuring instruments

### Proven Results:

- 50% decrease in at-risk drinking
- 50% or better improvement in blood pressure control
- 50% decrease in other cardiovascular disease risks

### Outcomes:

- Screening plus exit counseling reduces alcohol consumption for about 75% of persons whose drinking puts them at-risk for later health problems.
- 33% of the obese lose and maintain 10 or more pounds of weight loss 3 years later.
- Employees report--and biometric measurements corroborate--increased personal exercise, more successful stress management, improved relations with co-workers, and a heightened sense of wellbeing.
- Companies report decreased absenteeism, improved morale, and heightened productivity.

To learn more about the program and obtain information on contacts and training, visit [http://modelprograms.samhsa.gov/template\\_cf.cfm?page=model&pkProgramID=420](http://modelprograms.samhsa.gov/template_cf.cfm?page=model&pkProgramID=420).