

CSAP WORKPLACE MANAGED CARE PROJECT

**THE UNIVERSITY OF VIRGINIA STUDY
STAKEHOLDER INTERVIEWS**

*Substance Abuse and Substance Abuse Prevention
in the Workplace*

ABSTRACT

As part of a grant funded by the Center for Substance Abuse Prevention, interviews were conducted with the major stakeholders of a worksite to ascertain their knowledge and attitudes of substance abuse and substance abuse prevention in the workplace. Eighteen stakeholders were identified for interviews. The identification process included referrals from the worksite administration as well as recommendations from Institute for Quality (IQ) Health Virginia, the service provider for the workplace substance abuse prevention programs. The qualitative interviews were conducted on a one-on-one interview basis in the stakeholders' offices. The interview guide was developed by the research team to capture the stakeholder's current knowledge and use of IQ Health Virginia, their knowledge of substance abuse in the workplace and their attitude towards prevention and intervention of substance abuse in the workplace population.

IQ Health Virginia is regarded very highly by all stakeholders, specifically with regards to the Faculty and Employee Assistance Program (FEAP). We heard many stakeholders echo the sentiment that FEAP took care of the most difficult employees and situations, freeing up their managers to conduct daily business. The majority of stakeholders agreed that substance abuse was an issue in the worksite, however, they raised concerns about the cost effectiveness of a substance abuse prevention program. As benefit dollars grow tighter, managers are looking for ways to increase benefits, without increasing costs. For workplace populations with low percentages of substance abuse, stakeholders concluded that daycare and physical recreation passes may be a more appropriate use of their benefit dollars.

RESEARCH STUDY

Cooperative agreement between Center for Substance Abuse Prevention (CSAP) and a major Virginia university to study service delivery for substance abuse prevention and early intervention in the work place.

PROBLEM

- Worksite employees lack knowledge of current services available
- Worksite employees lack knowledge of IQ Health Virginia, worksite's service deliverer
- Low usage of available services

INSTITUTE FOR QUALITY HEALTH VIRGINIA

- A not-for-profit organization, dedicated to improving health through promotion of healthy lifestyles and the prevention of disease
- Delivers extensive expert health promotion resources to the worksite through coordinated programs, including:
 - Health Enhancement Programs
 - Faculty & Employee Assistance Program
 - Occupational Health

- Collaborates with worksite and CSAP Cooperative Agreement.

PURPOSE

Explore and understand attitudes of stakeholders with regards to substance abuse in the workplace which will:

- Provide a baseline of stakeholders' attitudes and knowledge of substance abuse in the workplace
- Document stakeholders' knowledge and use of IQ Health Virginia services
- Pinpoint target areas for improvements of substance abuse prevention services in the workplace
- Identify IQ Health Virginia's strengths

METHODS

Identify Target Audience

- Identification of the senior level administrators and managers according to the organizational chart
- Referrals from worksite administrations
- Recommendations from IQ Health Virginia staff members

Target Audience

Eighteen Major Stakeholders
At Worksite

Create Interview Guide

- Reflect CSAP & IQ Health Virginia Goals of Substance Abuse Prevention and early intervention
- Brainstorm with IQ Health Virginia and a research team to create questions
- Develop draft for review
- Finalize draft as guiding principle

INTERVIEW GUIDE

- 1) Do you think we have a problem with substance abuse among employees?
- 2) Should the workplace provide prevention services to employees, to extended families? Provide intervention services to employees, to families?
- 3) Who should pay for services? Employer or Health Care Insurer/MCO.

- 4) Have you needed to intervene with employees because of performance problems due to substance abuse? If yes, what have you done?
- 5) Are you in favor of pre-employment drug testing, random drug testing, for-cause drug testing?
- 6) If yes to any of the above, for all employees or only employees in safety sensitive positions?
- 7) Do you know what health promotion or intervention services are available for employees?
- 8) Have you heard of IQ Health Virginia? Are you aware of IQ Health Virginia?
- 9) If no, are you aware of a) EAP, b) Occupational Health or c) Health Enhancement Programs (HEP)?
- 10) Can you describe the services offered by IQ Health Virginia?
- 11) Do you know how IQ Health Virginia fits organizationally into your worksite?
- 12) How helpful has IQ Health Virginia been to you?
- 13) Are you satisfied with: EAP, Occupational Health or HEP?

- 14) Do you think your employees know enough and are satisfied with: EAP, Occupational Health, HEP?
- 15) Do you know how information about IQ Health Virginia is communicated to your employees?
- 16) Have you recommended IQ Health Virginia to other businesses/organizations?

ANALYSIS OF INTERVIEWS

- Conduct eighteen stakeholder interviews
- Compile responses and notes from interviews
- Categorize and code responses
- Summarize categorized responses
- Share feedback with Research Team and IQ Health Virginia Team
- Incorporate suggestions as appropriate

STAKEHOLDER INTERVIEW EVALUATION

Description of Participants

- 5 Female Participants, 13 Male Participants
- All in high-level Administrative, Human Resources and Medical positions at the worksite and IQ Health Virginia

RESULTS

<u>Categories</u>	<u>Stakeholders</u>
Problem with substance abuse?	Most participants were aware of incidents involving substance abuse, however, the frequency was low.
Should workplace provide services?	There was unanimous agreement that the workplace has an obligation to provide services to its employees.
Who should pay for services?	There was a mix of views on this topic. About half of the participants felt the employer should pay and half felt that the MCO should pay for workplace services.
In favor of workplace drug testing?	For pre-employment and for-cause only. All participants were against random testing.
Testing for which employees?	Safety sensitive only.
Heard of IQ Health Virginia?	All participants had heard of IQ Health
How is IQ Health Virginia helpful?	FEAP in particular takes care of the most difficult employees & their issues
Satisfied with EAP, Occ. H. & HEP?	Overall, there was satisfaction with services received.
Employees aware, satisfied with IQ Health Virginia?	Employees are aware and mostly satisfied with IQ Health, but need more information about what services are offered when.
How is IQ Health info. given to employees?	Flyers were the most common form of communications with employees.

WORKSITE

- Largest employer in Central Virginia
- Provide 19% of the 72,800 nonagricultural wage and salary jobs in the Metropolitan Statistical Area
- Employee population of 9,341 faculty and staff and 4,382 wage employees
- 16.5% of employees are non-white, with majority being African-American; less than 1% are Asian-American or Native American

CONCLUSIONS

- All participants had heard of IQ Health Virginia, the service provider.
- Overall, there is satisfaction with the health & prevention services provided in the workplace
- There is agreement that the workplace is the appropriate entity to provide these services
- There was little knowledge of specific substance abuse in the workplace
- Drug Testing was favored for pre-employment and for cause only. All participants were against random drug testing.

Acknowledgments

This study is funded by Cooperative Agreement Number U1K SP 08143-01 with the Workplace Managed Care Program of the Center for Substance Abuse Prevention, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services.