

The Healthy Workplace

Brief Description | Recognition | Program IOM | Intervention Type | Content Focus
 Interventions by Domain | Key Program Approaches | Outcomes | Evaluation Design
 Delivery Specifications | Intended Setting | Fidelity | Barriers and Problems | Personnel
 Education | Personnel Training | Cost | Intended Age Group | Intended Population
 Gender Focus | Replications | Adaptations | Contact Information

Program developers or their agents provided the Model Program information below.

BRIEF DESCRIPTION

The Healthy Workplace program is a set of five workplace substance abuse prevention interventions that reduce unsafe drinking, illegal drug use, and prescription drug abuse, as well as improve the health practices of young adult and adult workers. It focuses on the mainstream of workers who are not yet substance dependent, and who still have the power to make choices about their use of substances. It is based on social learning theory—that we learn and develop our behaviors by observing and modeling the behaviors, attitudes, and emotional reactions of others.

Cast in a health promotion framework and rooted in social-cognitive principles of behavior change, the program integrates substance abuse prevention material into popular health promotion programs. This defuses the stigma that accompanies substance abuse, thus removing barriers to help-seeking behavior. The program—

- Raises awareness of the benefits of healthful practices
- Highlights the hazards of using alcohol, tobacco, and illegal drugs and misusing legal drugs
- Teaches employees specific techniques for improving health and reducing use of substances

The program uses carefully constructed videos to raise self-efficacy and provide models for how healthful practices can be embraced and substance abuse reduced.

PROGRAM BACKGROUND:

The Healthy Workplace program grew out of a 1990 monograph by Royer Cook, Ph.D., and Alan Youngblood, M.A., which suggested that workplace health promotion programs could be effective vehicles for workforce substance abuse prevention education. Through a series of grants from the National Institutes on Health and the Substance Abuse and Mental Health Services Administration, both agencies of the U.S. Department of Health and Human Services, Dr. Cook and his colleagues began crafting workplace interventions set in the health promotion framework and social-cognitive model first articulated in the monograph. The



Healthy Workplace program evolved through several years of developing and testing substance abuse prevention interventions in the workplace. During the past decade, using the series of training guides, videos, and print materials, these interventions have been implemented within scores of organizations throughout Australia, Canada, and the United States.

RECOGNITION

Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services (2003): Model Program

IOM CLASSIFICATION

UNIVERSAL

This is a Universal program designed for use with employees who are not yet substance dependent, who are still able to exercise choice in the use of substances, but whose behavior may seriously undermine a healthful lifestyle (e.g., the mainstream of working adults who may occasionally drink too much, too often, or irresponsibly, experiment with drugs, or use them “recreationally”).

INTERVENTION TYPE

WORKPLACE

This program is a workplace intervention.

CONTENT FOCUS

ALCOHOL, ILLEGAL DRUGS, OTHER: HEALTHY LIFESTYLES

The program addresses unsafe drinking, illegal drug use, prescription drug abuse, and developing healthy lifestyles.

PROGRAM DELIVERY LOCATION

WORKPLACE

This program is designed for workplace implementation. It has been used in a variety of industries, including insurance, printing, telecommunications, pharmaceutical manufacturing, and occupational groups (e.g., clerical, technical, professional, construction, and managerial).

INTERVENTIONS BY DOMAIN

INDIVIDUAL

INDIVIDUAL

- Instructor-facilitated, interactive, small-group sessions
 - Curricula designed to motivate pro-health decisions and skill use
 - Curricula designed specifically to address alcohol and illegal drug use, prescription drug abuse, stress management
-

KEY PROGRAM APPROACHES/COMPONENTS

INFORMATION SHARING, PROBLEM IDENTIFICATION AND REFERRAL, SKILL DEVELOPMENT, SUBSTANCE ABUSE PREVENTION

INFORMATION SHARING

Facts and information about substance use and abuse are presented, as well as information about stress management, nutrition and weight control, and fitness.

PROBLEM IDENTIFICATION AND REFERRAL

Participants have opportunities to assess their own use or abuse of substances and, when dependence is assessed, the program assists with referrals to workplace Employee Assistance Programs (EAPs) or other resources.

SKILL DEVELOPMENT

Participants learn how to—

- Assess their own substance use behaviors and patterns
- Reduce and control alcohol intake
- Develop strategies for lowering stress
- Plan alternative pleasurable activities
- Establish healthy fitness and nutritional behaviors.

SUBSTANCE ABUSE EDUCATION

All five interventions provide information about use and abuse of alcohol and other drugs. Through the use of dramatic vignettes based on social learning theory, the interventions seek to modify participants' substance use behavior through the observation and modeling of alternative behaviors.

HOW IT WORKS

There are five different interventions in The Healthy Workplace program. All of them involve the use of videotapes, workbooks or handouts, and a small number of brief group sessions. Program users can choose which interventions will best meet their needs, goals, and workplace environment. A *Trainer's Guide* accompanies each intervention.

The **“Say Yes!”** general health promotion intervention contains substantial segments on alcohol and drug abuse. It can be used within organizations that want a general health promotion program with a clear emphasis on substance abuse prevention. “Say Yes!” uses a 35-minute videotape composed of dramatic vignettes of working adults addressing drinking and drug use; behavioral guidelines on how to reduce drinking, avoid drug abuse, and develop a healthier lifestyle; and testimonials of real people on healthy lifestyle choices. It also uses a companion employee handbook on how to avoid alcohol and drug abuse while moving toward healthier methods of feeling good and relieving stress. The handbook provides tools to help workers assess whether they have drinking problems and what they can do about them; tips for avoiding alcohol abuse and regulating health behavior; how to get pleasure without alcohol and drugs through alternative health activities; and how to develop an action plan for building a healthier lifestyle.

The **“Working People”** intervention focuses on alcohol abuse prevention and is especially appropriate for a young (18–35 years old), blue-collar workforce. Although both male and female workers have received this intervention, the materials are geared toward men. In addition to handouts, it uses a 23-minute videotape that features information on alcohol abuse, testimonials from real people, and dramatic vignettes about the costs of drinking too much, the effects on family life of drinking to reduce stress, and the rewards of self-control. It also includes an additional 14-minute video segment on alcohol that participants can use to assess their individual drinking habits and patterns.

The **“Make the Connection”** intervention is a three-part series of video and print materials designed for insertion into workplace health promotion programs. They address stress and weight management issues, nutrition, and fitness. These materials convey the overall theme that stress management and avoiding the “downs” associated with substance abuse are closely connected. Videotape vignette segments include single, young-adult men and women; single parents; families; and older men and women. The intervention is appropriate for use in workplace health promotion campaigns and can be delivered by trainers without extensive experience or training in substance abuse issues.

The **“Prime Life 2000”** intervention provides small-group sessions on stress management, healthy eating, and fitness along with substance abuse information and messages about illegal drugs and their health and safety hazard; facts about alcohol along with guidelines on alcohol use, abuse and dependence; and alternatives to alcohol and drug use. The four sessions are offered on a voluntary basis at the worksite, typically at lunchtime. In addition, videotapes and print materials are mailed to all employees and supervisors receive training in EAP utilization.

“Power Tools” is an eight-session program developed specifically for young, male blue-collar workers, which focuses on healthy choices for life. It combines instruction on general health issues, such as stress management and safe sex, as well as special sessions devoted to alcohol and 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 knowledgeable about substance abuse and has the *Training Guide* and the supporting videotapes and print materials can implement any of the first three interventions (“Say Yes!” “Working People,” or “Make the Connection”). 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.

The program requires a trainer who is familiar with the *Training Guide* for the various interventions and who has access to the videotapes and handbooks or handouts. The employer can choose which interventions to use and in what order.

TRAINING AND MATERIALS

Each intervention has a *Training Guide* and supporting materials that can be ordered at www.centerforworkforcehealth.com

A special Web-based program—**The Prevention Connection**—has been created to train health promotion specialists or others to implement these interventions. This training program can be accessed at the above Web site.

OUTCOMES

DECREASES IN SUBSTANCE USE, IMPROVEMENTS IN POSITIVE ATTITUDES/BEHAVIORS

DECREASES IN SUBSTANCE USE

- 47% reduction in the number of drinks consumed in the past 30 days (“Working People”)
- 67% reduction in the number of days of heavy drinking in the past 30 days (“Working People”)
- Reduced binge drinking and heavy drinking (five or more drinks on 5 or more days in the past 30 days) (“Prime Life 2000”)
- Reduced use of alcohol or illegal drugs to relieve stress. (“Make the Connection”)
- Increased desire to reduce drinking (“Say Yes!”)
- Advances in stages of change to reduce drinking and quit smoking (“Power Tools”)

IMPROVEMENTS IN POSITIVE ATTITUDES/BEHAVIORS

- Improved motivation to reduce drinking (“Working People”)
 - Increased perceived risks of alcohol and illegal drug use (“Make the Connection”)
 - Improved health practices and beliefs, such as confidence in ability to improve health (“Say Yes!”)
 - Improved stress coping skills and decreased perceived stress (“Make the Connection”)
 - Improved eating practices and attitudes, and improved exercise habits (“Make the Connection”)
 - Raised the frequency with which parents talked with children about substance abuse (“Power Tools”)
-

EVALUATION DESIGN

NO INFORMATION PROVIDED

DELIVERY SPECIFICATIONS

0–4 WEEKS, 5–24 WEEKS

Amount of time required to deliver the program and obtain documented outcomes:

Most of the interventions require four or fewer weekly sessions; one is delivered over eight weeks:

“Say Yes!”—three 1-hour sessions

“Working People”—four 30-minute sessions

“Make the Connection”—three 45-minute sessions

“Power Tools”—eight 45-minute sessions

“Prime Life 2000”—four 30-minute sessions

INTENDED SETTING

RURAL, URBAN, SUBURBAN

This program has been implemented in all regions of the country. Also, the videotapes and print materials associated with “Say Yes!” “Working People,” and “Make the Connection” have been purchased and used by scores of organizations throughout the United States.

FIDELITY

NO INFORMATION PROVIDED

BARRIERS AND PROBLEMS

Key barriers and problems associated with the use of this Model Program and potential solutions:

Barrier: Overcoming stigma of implementing and attending substance abuse prevention programs in the workplace.

Solution: Embed substance abuse material into health promotion programs.

Barrier: Allowing employees sufficient time off the job to deliver and participate in the program.

Solution: Keep sessions brief (most are designed to run under one hour) and present during lunch hour.

PERSONNEL

PART-TIME, PAID, VOLUNTEER

The program can be delivered by anyone who has knowledge of substance abuse and use. For example, this can be a regular employee, human resources, health promotion, or employee assistance program staff, or a volunteer or contract personnel brought from an outside organization or agency specifically to deliver the program.

EDUCATION

SPECIAL SKILLS

Education/qualifications of the personnel needed to successfully implement this Model Program:

Three interventions—“Say Yes!” “Working People,” and “Make the Connection”—can be implemented by any trainer with knowledge of substance abuse and use of the *Training Manual* that comes with the program materials. If additional training is desired or needed, ISA offers training options (See *Training and Costs* section). To implement either “Power Tools” or “Prime Life 2000,” training and consultation are needed (again, see *Training and Costs* section). To assist trainers, the *Guide to Selecting and Implementing Interventions* is at the end of this document.

PERSONNEL TRAINING

Type: ONLINE COURSE, MANUAL/WORKBOOK, SEMINAR, Location: COMPUTER-BASED, ONSITE, Length: BASIC

Required personnel training, including the type, location, length, and any other requirements:

Training implementers to deliver the “Say Yes!” “Working People,” and “Make the Connection” interventions can take several different forms, depending on their background and the type of workforce in which the interventions are to be implemented. In the pre-training phase, discussions between Healthy Workplace staff and employers or implementers will allow us to tailor training to the specific needs of the implementers and their workforce.

Program implementers with considerable knowledge and experience in addressing workplace substance abuse prevention and/or health promotion may feel sufficiently comfortable that a thorough familiarity with the *Training Guide* is sufficient to implement these programs. A special Web-based program (www.Prev.Conn.com) has been created to train health promotion specialists to implement these interventions.

Length: Basic (1–3 days)

Those with less knowledge and experience, or who wish to receive training in the other interventions (“Power Tools” and/or “Prime Life 2000”), are encouraged to engage in one of the following training options:

- Tier One—involves a single workforce/work site and a specific intervention (e.g., “Working People”), and can usually be completed in one day (6 to 8 hours)
- Tier Two— training involves multiple interventions and/or one of the more complex interventions (“Prime Life 2000” or “Power Tools”) aimed at multiple workforces/work sites, and usually takes 2 days
- Tier Three training covers all of The Healthy Workplace program’s interventions and typically takes 3 days

COST

\$5,000+

Cost considerations for implementing this program as recommended by the developer:

TRAINING COSTS

The costs of training can vary considerably, depending on many factors as described in the *Personnel Training* section. Final costs for specific training are not decided upon until after the pretraining discussions; estimates are intended as guidelines and are subject to change. Training estimates do not include the costs of materials—videotapes, print materials, and *Training Guides*. For up-to-date materials and training costs, please visit the Web site www.centerforworkforcehealth.com.

Training options:

Tier One	\$3,000 to \$5,000 (1 day, 6–8 hours)
Tier Two	\$5,000 to \$8,000 (2 days)
Tier Three	\$8,000 to \$12,000 (3 days)
Web-Based Training	\$.495 per year, per user (for “Make the Connection” and “Power Tools”; substantial reductions in per-user cost are available for multiple users at the same location)

The costs of travel, lodging, and meals for two trainers and the costs of a training room are not included in the above estimates. Within each tier, the costs will depend on the specific number and type of interventions and workforces/work sites to be included. The maximum number of trainees per group is 12.

Consultation: Assistance in posttraining shaping and evaluating The Healthy Workplace interventions (includes time with program developers) is \$250 per hour.

MATERIALS COSTS

Videotapes	\$.195 to \$295 each (Discounts apply to the purchase of 80 or more.)
----------------------	---

One free set of related materials, including pamphlets, workbooks, and trainers’ guides, accompanies each video.

Additional individual sets of materials	\$.2.80 to \$4 each
---	---------------------

Pamphlets can be customized with individual company messages for an extra charge.

INTENDED AGE GROUP

YOUNG ADULT (18–24), ADULT (25–54) OVER ADULTS (55+)

This program has been used with young adults and adults. It has not been used with workers under 18 years of age.

INTENDED POPULATION

AFRICAN AMERICAN, ASIAN AMERICAN, HISPANIC/LATINO, WHITE

This program has been delivered to African American, Asian American, Hispanic/Latino, and White populations.

GENDER FOCUS

BOTH GENDERS, MALE

This program has been implemented with both genders; however, the intervention on “Working People” is geared toward young adult males.

REPLICATIONS

No additional replications can be cited at this time, although Dr. Joel Bennett has used the “Working People” and “Make the Connection” videotapes and print materials in his Small Business Wellness research of the past 2 years.

CONTACT INFORMATION

Joel B. Bennett, Ph.D.
Organizational Wellness & Learning Systems
4413 Overton Terrace
Fort Worth, TX 76109
Phone: (817) 921–4260 or (817) 845–2772
E-mail: learn@organizationalwellness.com
Web site: www.organizationalwellness.com

DEVELOPER INFORMATION

ABOUT THE DEVELOPER:

Royer Cook, Ph.D., and his colleagues at the ISA Group, developed The Healthy Workplace program. Dr. Cook is President of the ISA Group, a behavioral science research organization specializing in health and substance abuse issues.

CONTACT INFORMATION

FOR PROGRAM AND TRAINING INFORMATION, CONTACT

Royer Cook, Ph.D., or Rebekah Hersch, Ph.D.

The ISA Group

201 North Union Street, Suite 330

Alexandria, VA 22314

Phone: (703) 739-0880

Fax: (703) 739-0462

E-mail: rcook@isagroup.com or rhersch@isagroup.com

Web site: www.centerforworkforcehealth.com