



# Health Promotion for Young At-Risk Workers: A Cross-Occupational Strategy

Symposium

APA-NIOSH 2008 "Work, Stress, & Health"

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Chair: **Deborah M Galvin, PhD**  
**Center for Substance Abuse Prevention**  
**(SAMHSA), Rockville, MD**





# Participants

- Presenters
  - **Eric Einspruch**; RMC Corporation, Portland, OR
  - **Joel B. Bennett**; OWLS Inc., Fort Worth, TX
  - **Charles Aden**; OWLS Inc., Fort Worth, TX
  - **Jean Denious**; OMNI Institute, Denver, CO
  
- Discussant
  - **Georgia T Karuntzos**; RTI Research Inst.,  
Research Triangle Pk., NC



# YIW Project Overview

(Deborah Galvin, Chair)

- Six grantees
- Target population: 16 to 25 year olds
- Highest risk for substance abuse
- Use evidence-based programs
- Cross-site data analysis
- National outcome measures
- Team Awareness focus of this session

# SAMHSA

- YIW is sponsored by the Division of Workplace Programs (DWP), Center for Substance Abuse Prevention (CSAP), Substance Abuse and Mental Health Administration (SAMHSA).
- SAMHSA has established a clear vision for its work -- a life in the community for everyone
- To realize this vision, SAMHSA has focused its mission on building resilience and facilitating recovery for people with or at risk for mental or substance use disorders.



# DWP Resources

<http://workplace.samhsa.gov>

## DWP Workplace Resource Center Web Site

- Drug Testing Information
- Federal Drug Free Workplace Program
- Drug Free Workplace KIT
- Workplace NREPP Model Programs
- How-to-Guides
- GetFit.SAMHSA.GOV

## Helpline

Personalized technical assistance on non-federal drug free workplace interventions to a wide range of audiences.

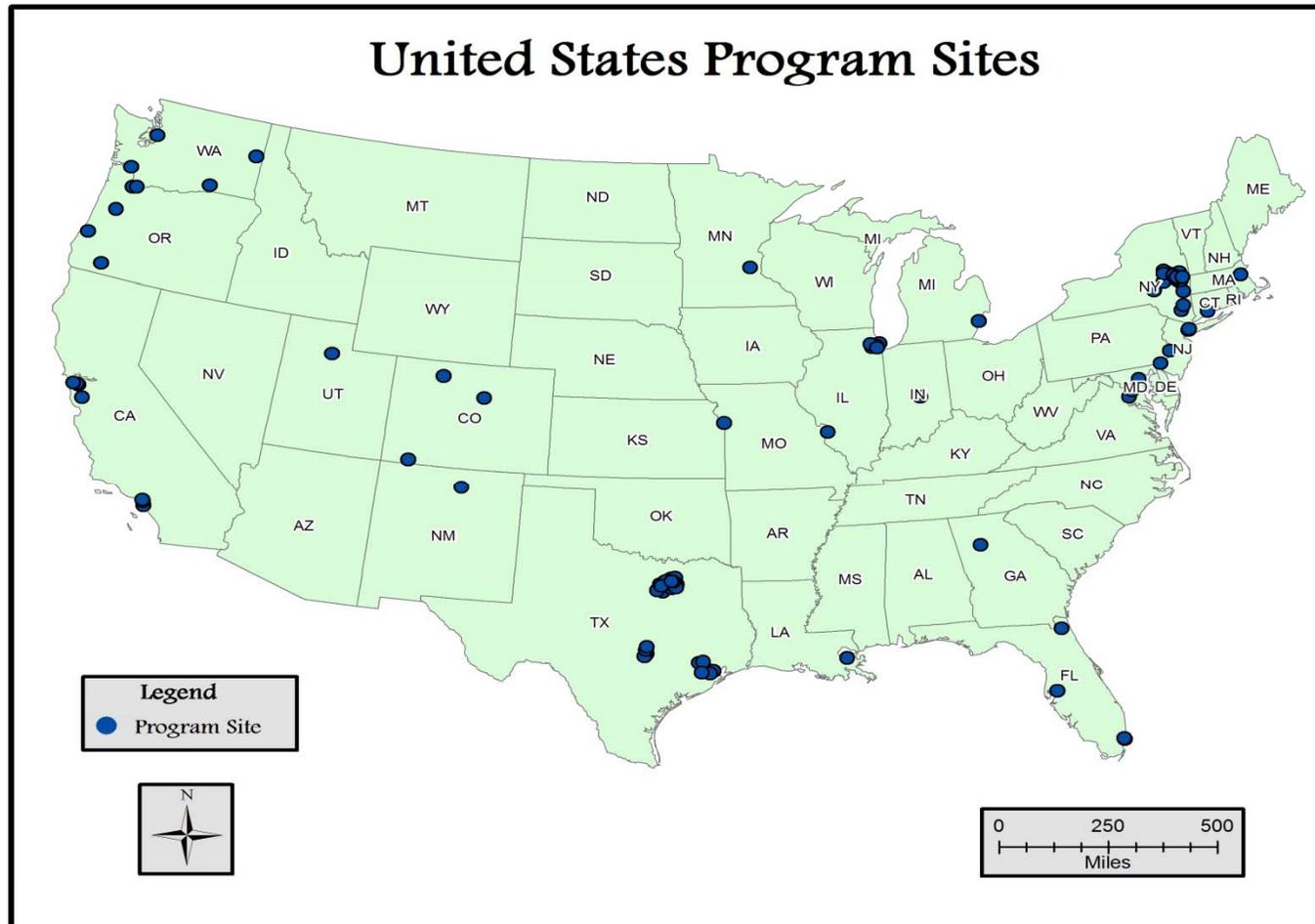
**1-800-Workplace**



# Importance of Workplace Prevention Programs

- Alcohol and drug abuse imposes significant economic costs on society, causing damages of more than \$217 billion annually.
- Approximately 75% of all illicit drug users in the United States are employed (NSDUH, 2006)
- 80% of all binge and heavy drinkers are employed (NSDUH, 2006)
- Many workers report first onset of illicit drug use after entering the workforce (Cook and Schlenger, 2002)

# YIW Program Sites



# Team Awareness (original)

- National Registry of Evidence-Based Programs & Practices ([www.nrepp.samhsa.gov](http://www.nrepp.samhsa.gov))
- **1994-1998;** BASIC RESEARCH (TCU) Social Forces in Work Unit
- **1998-2004;** DESIGN & IMPLEMENT TEAM AWARENESS
  - Communication & Team Building
  - Group risk assessment
  - Stress Management
  - Peer Referral (EAP)
  - Policy Training
  - Supervisory Module/Responding to Problem Employees
- Published findings in peer reviewed journal (*American Journal of Health Promotion, JI Occupational Health Psychology, Health Education Research, JI. Of Business & Psychology*)



# Cross-Site Variables

- Binge Drinking (5+ drinks on same occasion)
- Illicit Drug Use
  - marijuana, cocaine, meth., heroin, hallucinogen, inhalant, club drug
- Perceived Risk of bingeing, smoking marijuana
- Perceived Stress (Cohen, 1983)
- Depression (Kroenke et al., 2001)
- Drinking Climate (Bennett & Lehman, 2001)



# NECA-IBEW Team Awareness

Eric Einspruch, Chris O'Neill, Kelly Jarvis,  
and Kelly Vander Ley

RMC Research Corporation, Portland, OR



# Target Population

- Team Awareness: Electrician apprentices
- Team Vigilance: Electrician foremen/supervisors

# Adaptation (Phase I)

- Goals
  - Reduce apprentice substance use
  - Improve apprentice work ethic
  - Increase foreman vigilance for safety risks
  - Compare apprentice survey data with random drug test data

# Adaptation (Phase I) (cont'd.)

- Stakeholder interviews
- Focus groups with apprentices
- Pilot test and revision
- Creation of *Risky Business* game
- NECA-IBEW *Code of Excellence* incorporated throughout
- Team Vigilance: 6-step model of constructive confrontation
- For more information about the original *Team Awareness* program: <http://www.organizationalwellness.com/>

# Adaptation (Phase I) (cont'd.)

The logo for NECA (National Electrical Contractors Association) and IBEW (International Brotherhood of Electrical Workers) features the word 'NECA' in a bold, blue, sans-serif font on the left, a central shield-shaped emblem containing a yellow lightning bolt, and the word 'IBEW' in a bold, blue, sans-serif font on the right. The entire logo is set against a white background with horizontal lines above and below the text.

**CODE OF EXCELLENCE**

**C**ome to work on time, fit for duty and ready to work.  
**O**bey recognized customer and employer work rules.  
**D**emonstrate zero tolerance for alcohol and substance abuse.  
**E**xercise proper safety, health and sanitation practices.

**O**wn up to '8 for 8' and be on the job unless otherwise allowed or authorized to leave.  
**F**ollow safe, reasonable and legitimate management directives.

**E**ncourage respect for customer's rights and property, as well as for others on the job.  
**e**Xercise the skills and abilities of the trade.  
**C**are for tools and equipment provided by the employer.  
**E**liminate waste and other forms of property destruction, including graffiti.  
**L**imit lunch and break times to allocated periods; adhere to established start and quit times.  
**L**eave inappropriate behavior to those of lesser knowledge.  
**E**mploy the proper tool for the job and maintain personal tool responsibilities.  
**N**ot solicit funds or sell merchandise without the Business Manager's approval.  
**C**urtail idle time or pursuit of personal business during work hours, including cell phone use.  
**E**xpel job disruptions and refuse to engage in slowdowns or activities designed to extend the job or create overtime or any other conduct that would cast the IBEW in bad light.

The *Code of Excellence*, a union-defined statement of the values of the trade, is emphasized in the program.

# Content

- Apprentices
  - 7 hours in 1 or 2 sessions depending on training schedule
  - 6 modules: Relevance, Tolerance, Risky Business Game, Learning from Success and Failure, Speaking Up at Work, Encouragement

# Content (cont'd.)

- Foremen/supervisors
  - 4.5 hours in 1 session
  - 9 modules: Why It Matters, Climate & Policy of Performance Improvement, Seeing a Problem: Reasonable Suspicion Based on Objective Observation, Overcoming Tolerance to Select an Intervention, Documenting Issues to Improve Performance, Understanding Policy to Prepare for Intervention, Taking Action to Improve Performance, Follow-Through for Long Term Gains, Theory to Action: Personal Planning

# Access Issues

- Electrical Training Center Directors are Key
- Support of NECA Chapter Managers
- Support of IBEW Business Managers
- Incorporation into apprentice curriculum
- Scheduling sessions
  - One or two sessions?
- Recruiting foremen/supervisors



# Research Sample (Experimental & Control)

- 7 Electrical Training Centers in OR and WA
- Staggered implementation
  - 1 local purposively assigned to Yr 1
  - 6 locals randomly assigned to Yr 2 (3 locals) or Yr 3 (3 locals)
- Baseline and 6-month follow-up data available from 310 apprentices as of December 2007 (135 Treatment and 175 Control)

# Session Ratings



	Number (Sessions)	Average Rating (Weighted)
I learned new information in this training.	535 (16)	3.56
The content was relevant to NECA-IBEW.	536 (16)	3.85
The information was useful to me, personally.	537 (16)	3.49
The purpose of the workshop was clear.	538 (16)	4.04
The presentation was well-paced.	539 (16)	4.12
I had enough opportunities to be involved.	540 (16)	4.53
The presenters were organized.	541 (16)	4.46
The presenters explained things clearly.	542 (16)	4.30
The presenters were engaging and approachable.	543 (16)	4.55
The skills taught are important for my career.	365 (15)	3.84

Note: Rating scales 1 (Low) to 5 (High)  
 Note: Total number trained as of 1/28/08 was 677 apprentices (17 training sessions)  
 Note: As of 1/28/08 9 ETC faculty trained in 4 sites (2 training of trainers events)

# Preliminary Results

## Demographics

- Age from 19 to 50 (Median = 26.3; Mean = 28.1), 38% (n= 121) between 18-24 years old
- 93% male, 93% White.
- 6% at current job less than 4 weeks, 40% between 1 mo. to 1 year; 54% for one or more years.

Knowledge of EAP: Does your workplace offer a program to help you with both personal and work-related problems?

**Treatment Group:** 52% said "Yes" at baseline, 72% at follow up (sig.)

**Control Group:** 29% said "Yes" at baseline, 48% at follow up (sig.)

# Preliminary Results (cont'd.)

Workplace stigma: My co-workers might think negatively of someone who had gone to the EAP to get help for a drug or alcohol problem.

**Treatment Group:** 13% said "Likely/Very Likely" at baseline, 8% at follow up (sig.)

**Control Group:** 12% said "Likely/Very Likely" at baseline, 12% at follow up (not sig.)

# Preliminary Results (cont'd.)

Encouraging others to get help: If their own work was affected by another worker on the same job site who had a drinking or drug problem, how likely would fellow apprentices be to try to encourage the worker to stop drinking or using or to get help?

- **Treatment Group:** 51% said "Likely/Very Likely" at baseline, 54% at follow up (not sig.)
- **Control Group:** 65% said "Likely/Very Likely" at baseline, 63% at follow up (not sig.)

# Preliminary Results (cont'd.)

Using the EAP: If you had a drug or alcohol problem, how likely would you be to go to the EAP for help?

- **Treatment Group:** 34% said “Likely/Very Likely” at baseline, 41% at follow up (sig.)
- **Control Group:** 35% said “Likely/Very Likely” at baseline, 29% at follow up (not sig.)

Recommending the EAP: How likely would you be to recommend the EAP to a NECA-IBEW co-worker who you thought needed help?

- **Treatment Group:** 43% said “Likely/Very Likely” at baseline, 51% at follow up (sig.)
- **Control Group:** 40% said “Likely/Very Likely” at baseline, 48% at follow up (not sig.)

# Preliminary Results (cont'd.)

N = 302	Percent	Drinking Climate (r with full item in row)
<b>Substance Abuse</b>		
Any Binge Drinking in Past 30 Days	52%	.10
Any Illicit Drug Use in Past 30 Days	4%	.24**
<b>Risk Perceptions (% Reporting 'No' Risk)</b>		
Have 5+ drinks once or twice weekly	6%	-.10
Smoke marijuana once or twice weekly	10%	.02
<b>Mean (Mdn; SD)</b>		
<b>Mental Health</b>		
Depression	1.40 (1.25; .51)	.14*
Perceived Stress	2.03 (2.00; .34)	.05
<b>Drinking Climate</b>	2.49 (2.50; .75)	

\* p < .05, \*\* p < .01; \*\*\* p < .001

# Sustainability

## Barriers

- Team Awareness (apprentices): Few barriers
- Team Vigilance (foremen/supervisors): employer cost (time, money, lost short-term productivity); need to establish trainers within the system
- Leadership turnover due to elections and retirement

## Facilitators

- Alignment with values stated in Code of Excellence
- Support of NECA and IBEW leaders
- Support of ETC directors
- Integration into first year apprentice curriculum
- ETC faculty trained to be Team Awareness trainers



# Team Resilience: Health Promotion for Young Restaurant Workers

Joel B. Bennett and Charles Aden  
OWLS Inc., Fort Worth, TX

# Target Population

- Restaurant workers (servers, back-of-house)
- Found to have high risk for heavy drinking, illicit drug use, and depressive episode in national studies (NHSDU; Frone, 2006, 2007)
- **SIGNATURE STRESSORS**
  - Co-workers (lazy; arguments; interpersonal strain)
  - Manager Inconsistency
  - Time pressure, Customer Demands, Reward (\$)  
Uncertainty
  - Significant peer/manager turnover

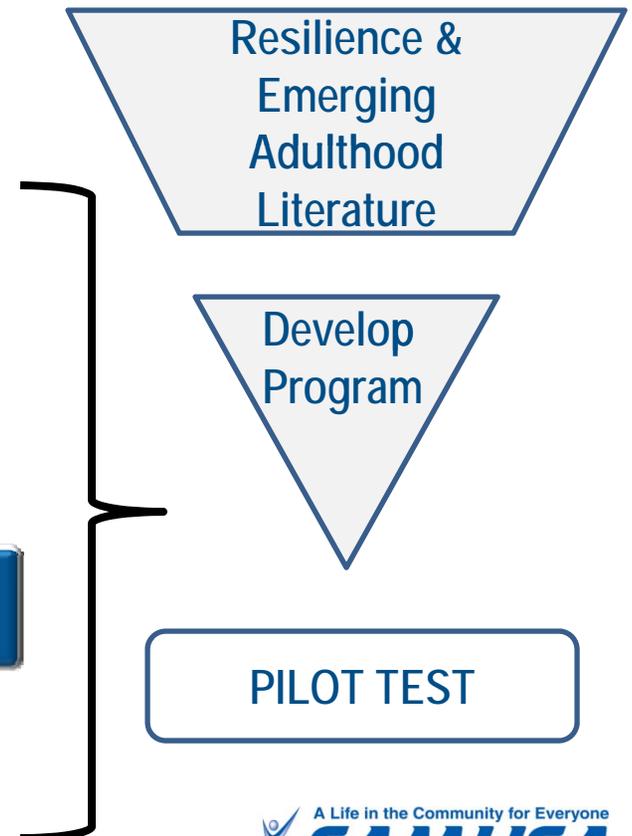
# Adaptation (Phase I)

## 1. Population Input



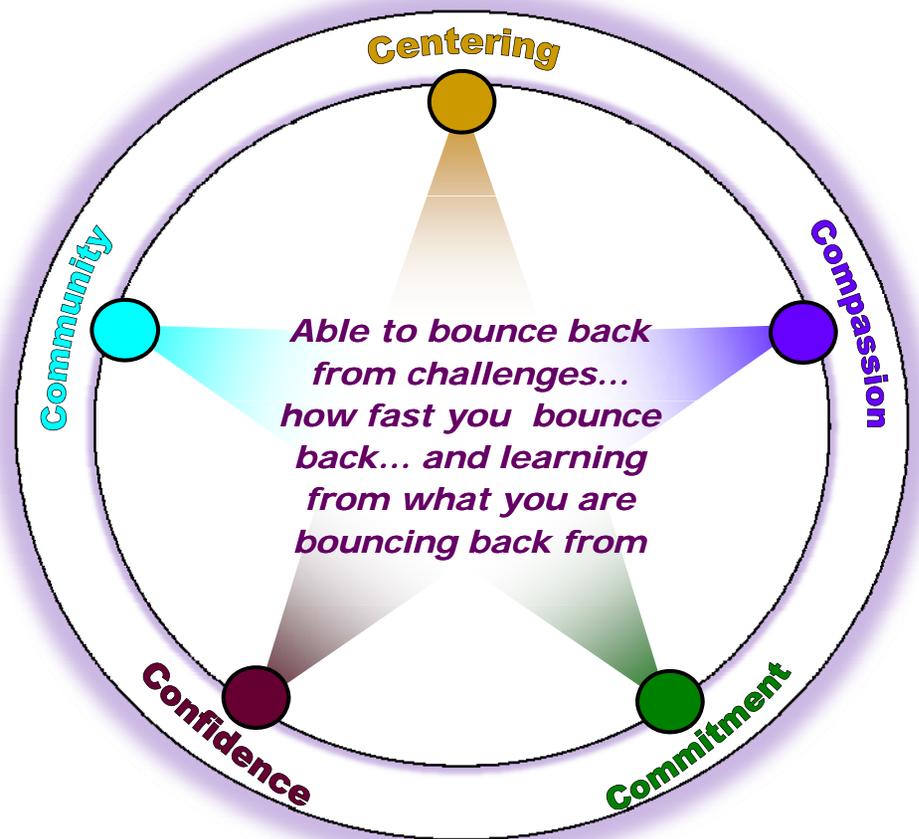
*400+ Hours of Interviews*

## 2. Theory Input



# Adaptation (Program Content)

- Employee Training (3 sessions)
  - Uses Journey Metaphor
  - Map → Compass → Destination
  - Five 'C's Resilience ----->
  - Competitive Board Game
- Ambassadors
- Telephonic EAP
- Manager Training
- 6 month Boosters



# Training Sample: Five "C"s

- **Participants identify goals and complete group exercises in the following areas:**
  - ❑ **Centering** (stress management)
  - ❑ **Compassion** (responding rather than tolerating)
  - ❑ **Community** (peer referral; getting/giving help)
  - ❑ **Confidence** (work-life balance)
  - ❑ **Commitment** (goal setting)

# Access Issues

- Directors of Operations Key to Field Entry
- Part-time work (not all ees there every day)
- High Turnover (GT 100%)
- Manager focus on production/service
  - Little time to meet, schedule, or support
- Scheduling sessions
  - Morning? Between shift? Holidays are difficult
- Space in-store (varies; rearrange furniture)

# Research Sample

## (Experimental & Control)

- 28 stores (14 exp. & 14 control)
- Texas and Illinois (4 Metroplex areas)
- 55% female and 81% White.
- 16% Hispanic/Latino; 14% African American, 5% American Indian
- Age from 16 to 31 (Median = 21; Mean = 22.2) with 38% less than age 20 and 45% aged 21 to 25.
- 39% currently in school; 44% completed high school with some college or vocational training but no degree.
- 11% at current job less than 4 weeks, 49% between 1 mo. to 1 year; 40% for one or more years.
- 65% were servers, 15% coaches, 12% hosts/hostesses; the remaining positions included bussers, cook, or bartenders.

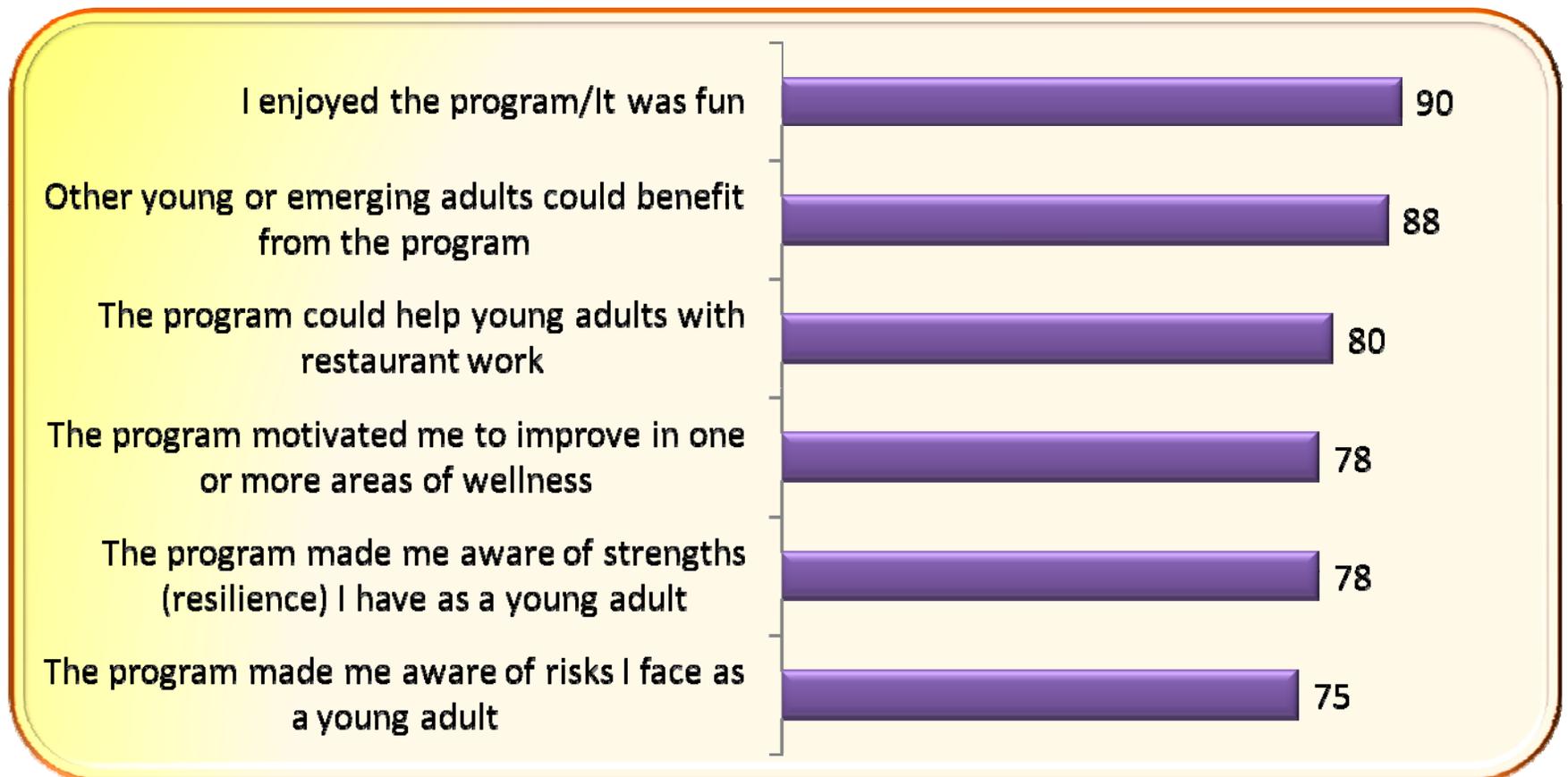
# Baseline Data

	N = 520	Percent	Drinking Climate (r with full item in row)
<b>Substance Abuse</b>			
Any Binge Drinking in Past 30 Days		59%	.16**
Any Illicit Drug Use in Past 30 Days		35%	.10*
<b>Risk Perceptions (% Reporting 'No' Risk)</b>			
Have 5 + drinks once or twice weekly		10%	-.21**
Smoke marijuana once a twice a week		41%	-.15**
	<b>Mean (Mdn; SD)</b>		
<b>Mental Health</b>			
Depression		1.66 (1.5; .62)	.22**
Perceived Stress		1.56 (1.6; .72)	.17**
<b>Drinking Climate</b>		2.31 (2.5; 1.0)	

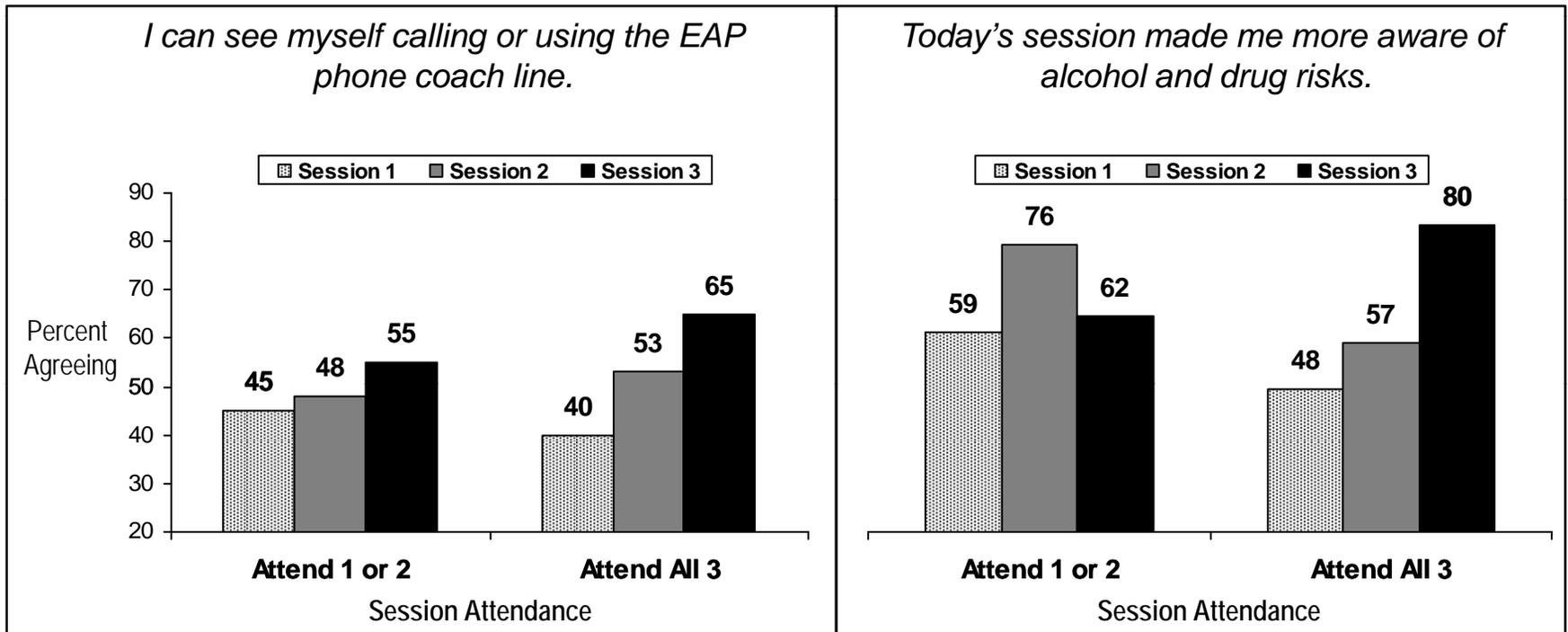
\* p < .05, \*\* p < .01; \*\*\* p < .001

# Session Ratings

(% agreeing of 188 participants in 14 stores)



# Awareness



# Sustainability

## Barriers

- Length of program
- Not standard EAP (hard to justify investment due to high turnover)
- Turnover (Manager)
- Significant Management Variation in Support
- Drinking Culture
- Age group not concerned about health/wellness

## Facilitators

- Corporate Belief in ROI
- EAP Strategic Partnerships
- Ability to Condense
- Ambassador retention



# Adapted Drug-Free Workplace Programs for Youth and Conservation Corps

Jean Denious, Ph.D., Nick Reese, M.A., and  
Marci Eads, Ph.D.

OMNI Institute, Denver, CO



# Target Population

- Youth and Conservation Corps
  - Workforce development program
    - offers young men and women the chance to serve their state and become employable citizens through life skills training and hard work in environmental conservation, fire protection, and emergency response.
  - Typical Employee profile
    - 18 to 25 years old; high school dropouts
    - Low-income, and often disconnected from society.
    - Many lack essential job skills and training.

# Challenges of Setting and Population

- Lack of knowledge, resources to handle employee issues
- High staff and member turnover
- Residential sites typically isolated, rural
- Corps member boredom, anxiety
- Artificially restricts substance use
- Actually restricts access to EAP and other resources
- Corps work is dangerous
- Corps members' distrust of authority
- Dilemma of zero-tolerance workplace policies vs. providing help
- Under-funded at organizational and site levels

# Benefits of Setting and Population

- Intensiveness of work and residential setting ideal to effect significant personal change
- Work crews create small, cohesive group identity (conducive to Team Awareness model)
- Staff very caring, intent on helping corps members (\$ is not bottom line)
- Corps members are captive audience and at 'turning point' in lives; ideal time to intervene



# Adaptation (Phase I)

- Literature review, focus groups and interviews with staff and corps members guided initial adaptation process.
- Initial adaptations tested with corps members; further changes made based on the findings.
- Adaptations tested again; final modules developed based on second round of testing.

# Program Content Adaptations

- Holistic framing → overall health and well-being
- Individualistic slant
- De-stigmatization of help-seeking for substance abuse and mental health issues
- Understanding of EAP
- Communication skills
- Crew-based approach

# Program Delivery Adaptations

- Language and concept simplification
- Transparency in training goals and structure
- Repetition of linkages between concepts
- Corps-specific scenarios, examples
- Multiple interactive group activities



# Research Sample

## (Experimental & Control)

- 5 of 7 residential corps centers (2 exp. & 3 control)
- 72% male and 59% White.
- 23% Hispanic/Latino; 16% African American, 8% American Indian
- Age from 18 to 26 (Median = 20; Mean = 20.3) with 43% less than age 20 and 36% aged 21 to 25.
- 53% currently in educational program; 21% completed high school with some college or vocational training but no degree.
- 13% at current job less than 4 weeks, 62% between 1 mo. to 1 year; 22% for one or more years.

# Baseline Data

	N = 250	Percent	Drinking Climate (r with full item in row)
<b>Substance Abuse</b>			
Any Binge Drinking in Past 30 Days		48%	.39**
Any Illicit Drug Use in Past 30 Days		26%	.21**
<b>Risk Perceptions (% Reporting 'No' Risk)</b>			
Have 4 + drinks once or twice weekly		17%	.03
Smoke marijuana once or twice weekly		23%	-.01
		<b>Mean (Mdn; SD)</b>	
<b>Mental Health</b>			
Depression		1.81 (1.8; .69)	.20**
Perceived Stress		1.83 (1.9; .65)	.09
<b>Drinking Climate</b>		1.21 (1.0; 1.1)	

\*  $p < .05$ , \*\*  $p < .01$

# Sustainability



## Barriers

- Staff and corps member turnover - impacts training capacity and norm maintenance
- Funding – prevention curriculum is sustainable, but intervention services less so
- Fatigue – hard physical labor, job skills and training, educational coursework, 24/7 residential

## Facilitators

- TA curriculum is affordable, flexible, portable
- Staff buy-in and support for substance use prevention
- Residential setting may increase 'speed' of group and individual-level change
- Staff control over corps member education and work schedules

# Percent reporting

	Electrician Apprentices N = 302	Restaurant Workers N = 502	Youth and Conservation Corps N = 250
<b>Substance Abuse</b>			
Any Binge Drinking in Past 30 Days	52%	59%	48%
Any Illicit Drug Use in Past 30 Days	4%	35%	26%
<b>Risk Perceptions (% Reporting 'No' Risk)</b>			
Have 4 + drinks once or twice weekly	6%	10%	17%
Smoke marijuana once or twice weekly	10%	41%	23%
	Mean (Mdn; SD)	Mean (Mdn; SD)	Mean (Mdn; SD)
<b>Mental Health</b>			
Depression	1.40 (1.25; .51)	1.66 (1.5; .62)	1.81 (1.8; .69)
Perceived Stress	2.03 (2.00; .34)	1.56 (1.6; .72)	1.83 (1.9; .65)
<b>Drinking Climate</b>			
	2.49 (2.50; .75)	2.31 (2.5; 1.0)	1.21 (1.0; 1.1)

# Drinking Climate (r with full item in row)



	Electrician Apprentices N = 302	Restaurant Workers N = 502	Youth and Conservation Corps N = 250
<b>Substance Abuse</b>			
Any Binge Drinking in Past 30 Days	.10	.16**	.39**
Any Illicit Drug Use in Past 30 Days	.24**	.10*	.21**
<b>Risk Perceptions (% Reporting 'No' Risk)</b>			
Have 4 + drinks once or twice weekly	-.10	-.21**	.03
Smoke marijuana once or twice weekly	.02	-.15**	-.01
<b>Mental Health</b>			
Depression	.14*	.22**	.20**
Perceived Stress	.05	.17**	.09

\* p < .05, \*\* p < .01; \*\*\* p < .001