



Recovery
AT WORK



THE RECOVERY FRIENDLY WORKPLACE TOOLKIT

THANK YOU TO OUR
COMMUNITY PARTNERS





ACKNOWLEDGEMENTS

We would like to give a special thank you to William Atkinson, Executive Director of Recovery Epicenter Foundation working on a Recovery at Work program operating in Pinellas County.

Here is some background from William Atkinson on the logo.

Shortly before covid, our RCO was attempting to develop job opportunities for people in recovery as we found that barriers to employment often developed due to background checks. While we already had a list of major corporations willing to hire felons, we felt it would be best to create a network of smaller businesses willing to accept people in recovery, regardless of their past, thus reducing stigma overall with the lofty goal that eventually all businesses ignore the background screening in favor of just finding the right person for the job they need filled.

We hoped the businesses would join our network and market themselves as part of the recovery friendly workplaces initiative. And to create our logo for this initiative we reached out into the recovery community and found a digital artist willing to provide multiple mock ups of our concept as it was explained to her. Laura Francis did an incredible job of illustrating the intent of this program through her artwork and we were incredibly excited to see some businesses join on the logo alone.

When covid hit, almost all work on this project stopped, and while we have maintained some aspects of the small network through our chamber of commerce and friends who own businesses in recovery, I am incredibly excited to see Karen Chrapek and Volusia Recovery Alliance take this project to new levels in their area. As an advocate for persons who need a second chance, and in partnership with all RCO's and organizations fighting for economic opportunity for people with mistakes in their past, I am very grateful to be able to share this brief history.

A special Thank You to the contributors of this toolkit

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ASSESSMENT OF CURRENT PRACTICES

Before launching an Recovery Friendly Workplace (RFW) initiative, it is important to assess your current health and safety practices regarding substance use disorder (SUD) and mental illness to know where you stand and what you may need to honor based on past practices.

Here's a list of questions to help guide your initial assessment.

What is your organization's history with SUD?

Is there a high incidence of substance use disorder?

What practices and protocols have been used to handle it?

What are the gaps in your policies that would prevent an employee from accessing help?

What resources are in place now for employees seeking help related to SUD and mental illness?

Have these resources been used – and are they effective?

What is the internal awareness level of what you do for employees with SUD?

Do all employees know of current offerings?

What is the level of sophistication among employees regarding substance use?

Do people know what it is and what to do if they see behavior they think is related to SUD?

Does your company hire people in safety-and security-sensitive industries?

These industries may require specific actions on your part regarding an employee with SUD.

What ideas do your employees have to support recovery in the workplace?

Front-line employees often have good ideas for how to deal with front line problems.



VOLUSIA COUNTY'S 5 PRINCIPLES

The Department of Health has identified 5 Key Principles to guide the development of a new approach to dealing with substance use disorder (SUD) in the workplace. Here's a summary of the 5 Key Principles and what they mean.

1. EARLY IDENTIFICATION

What it means:

- SUD in general does not go away without treatment, so it's essential to be alert to the issues, identify employees who may be struggling with SUD, and intervene early so that the problem can be addressed and contained.
- Employees who appear to be impaired in the workplace should be assessed according to employer policies and made to feel that they are receiving compassionate attention that's intended to help.

2. INSTANT SUPPORT

What it means:

- Employers who are willing to take fast action on this issue are more likely to retain their employees, increase productivity, and be recognized for having a positive company culture.
- The key is to establish your Recovery Friendly Workplace first so there's a framework for helping the employees who need it.

3. EMPLOYER FLEXIBILITY

What it means:

- Some employees with SUD may need to take a leave of absence for treatment. It's critical to see the advantages of keeping an employee who can be a long-term contributor to the company.
- Other employees in recovery may benefit from the structure and order of their jobs. They also may get a sense of purpose and identity, stability, and social support. So it's important to be flexible in your thinking about SUD in the workplace. For some employees, their job is an important part of recovery.
- The employer's flexibility may even be the catalyst for the employee to get help in the first place. So be prepared to be open-minded in your approach to implementing an RFW.

4. REGULAR REVIEW

What it means:

- SUD is a disability that requires simple, but consistent communications.
- Due to the chronic nature of addiction, and the necessity of external motivation during the early stages of recovery, regular review of an employee's job performance by his or her supervisor(s) should be conducted in an atmosphere of positive reinforcement.

5. ENLISTING SUCCESS

What it means:

- Large issues that impact the workplace (like SUD) can be solved more effectively when organizations mobilize together.
- For example, look at workplace safety. It takes employers, employees, union officials, contractors, suppliers, distributors, and others in the supply chain to collectively make safety a priority. When this is achieved, safety improves and accidents are reduced.
- Addressing substance use as a workplace issue is no different. It's up to the companies that are advanced enough to create a Recovery Friendly Workplace to involve others in the effort.



PUTTING THE 5 PRINCIPLES INTO PRACTICE

1. EARLY IDENTIFICATION

Putting it into Practice

- Some industries require drug screening. A partial list includes: Transportation, construction, manufacturing, defense, law enforcement, and others related to public safety. If these measures are already company policy, they can be used for SUD identification.
- In workplaces where drug screening and testing are not in place, managers often need to rely on what they see. If there's visual evidence of what may be SUD-related behavior, the event should be documented. Before addressing the issue with the employee, see Section 2.0/How to talk to an employee about SUD.

2. INSTANT SUPPORT

Putting it into Practice

- **Training supervisors and managers to spot the first signs of drug misuse** and scheduling routine check-ins with employees will help enhance rapport and staff engagement.
- **Enacting strong company drug policies** through an RFW initiative may also help increase the likelihood that employees will feel supported and that they will not be discriminated against for their problem.
- **Managers, supervisors, and human resources personnel** can be responsive and helpful by consistently putting information from this toolkit front and center before their employees.
- **Encouraging employees with SUD to engage other resources** sends the message that support is available. Community hotlines, Alcoholics Anonymous, Narcotics Anonymous, Al-Anon, community mental health centers, private therapists or counselors, and treatment centers can be helpful.
- **Specifically, Peer Recovery Support programs have experienced significant success** in helping people with SUD. Peer Recovery Support providers offer valuable guidance by sharing their own experiences recovering from SUD, helping to build skills, and assisting with specific needs that someone with SUD is facing.

3. EMPLOYER FLEXIBILITY

Putting it into Practice

- **There may be a temporary need to move an employee to light duty**, non-hazardous work, or another job accommodation while he or she engages in a recovery program. If your company is covered by the Americans with Disability Act, you may make accommodations for the employee to assist with their success in their active recovery process.
- **Many employers may allow an employee to take paid or unpaid time off from work**, to ensure the ongoing staffing of your business. Terminating an employee with SUD is a loss to the business, while allowing a plan with agreed upon accommodations is a measure that can serve the interests of both the employee and the employer.
- **You can address employee needs related to SUD** just as you would with employees who have other health-related conditions. This also means working in accordance with Federal Americans with Disabilities Act law, Human Resources policies, and/or collective bargaining agreements, if applicable.
- **The Job Accommodation Network (JAN)** is a service provided by the U.S. Department of Labor's Office of Disability Employment Policy. It provides free, expert, confidential guidance to employers regarding workplace accommodations and disability employment issues, including SUD.
- **Depending on the employee's needs and the employer's policies**, possible solutions may include under the American's with Disabilities Act, which governs all disabilities, of which Substance User Disorder is a diagnosis, the use of paid or unpaid leave, counseling and attendance at support meetings, a modified daily schedule, temporary reassignment to a less stressful job, flexible use of leave time, or the ability to work from home.



PUTTING THE 5 PRINCIPLES INTO PRACTICE

4. REGULAR REVIEW

Putting it into Practice

• **Create a Recovery Accommodation Plan (RAP).** This is initiated when an employee enters treatment or shows an interest in recovery support services. RAPs generally include these steps:

- Education of those involved with information regarding substance misuse and the recovery process. This includes management and co-workers.
- Establishing the plan. This involves meeting with the employee to agree upon what's involved, before the employee returns to work. This meeting takes into consideration clinical recommendations for recovery. The RAP should then be documented.
- The employee reviews and signs the RAP agreement, making it clear that the employee is expected to follow what has been agreed upon.
- The RAP team meets at regular intervals, which at first are daily, then weekly, and eventually monthly. The plan can be reviewed and adjusted as necessary.
- Adherence to the RAP protocol will enable all involved parties to measure the effectiveness of the plan

- **Drug screening can be a deterrent to relapse.** An option is to include screening upon request as a provision of the RAP.
- **As part of the RAP process,** remember to provide the employee with a list of peer and community supports and encourage him or her to participate in related support groups such as Alcoholics Anonymous (AA), Narcotics Anonymous (NA), and similar resources.
- **As the timeframe for the RAP reaches its end point,** consider allowing the employee time for an extension. Also for consideration: Encourage or require that your employee continue with a peer-based support plan alongside or after the RAP.

5. ENLISTING SUCCESS

Putting it into Practice

- **Consider partnering with organizations that are affiliated with yours:** suppliers/ vendors, contractors, clients, and other organizations in the same business sector should be aware of your initiative and why it constitutes good business practice.
- **Working through your Chamber of Commerce** is a good place to start. Explore partnerships with other companies to share best practices related to facing SUD in the workplace.
- **Some organizations commit to creating a resource center for SUD.**



THE 10 BEST PRACTICES

There are only a handful of Recovery Friendly Workplace programs in the U.S. Conclusive data regarding performance metrics and practices are still being collected. But here are the most essential guidelines to include in your planning and actions.

1. Get buy-in from leadership and employees alike.

Share a topline description of the RFW program, and be clear about what is in it for everyone involved: Better productivity, better safety, happier employees, greater loyalty and engagement, and creating a healthier work environment.

2. Talk about it openly.

For too long, “addiction” has been covered up by silence and shame. It’s time to change the way we talk about it. Make the narrative about recovery, hope, and forward movement.

3. Reduce gossip and protect personal dignity.

When an employee is suffering from SUD, colleagues tend to talk about it. But you can reset the tone by asking everyone to respect privacy, embrace recovery, and pull together.

4. Pay attention to your language.

Use constructive language that emphasizes the person, not the disease or disorder.

Examples: Replace “Addict,” or “druggie” with “person with a substance use disorder” or “person in recovery.” Replace: “Drug abuse” with “drug use” or “substance misuse.” Replace: “Clean” with “in recovery” or “substance-free.”

5. Treat SUD like what it is – a health condition.

SUD is a health issue and it can be treated effectively. An employee with diabetes is essentially no different than one with SUD. And an employee recovering from a disabling accident should be treated no differently than one recovering from SUD.

6. When you’re hiring, keep an open mind.

If the prospective employee reveals a history of SUD or that they are in recovery, remember that he or she has a medical condition that doesn’t necessarily disqualify them from being a good employee. Reconsider possible candidates who have a justice involved that is only related to their SUD.

7. Create wellness programs.

Work/life balance and wellbeing can be incorporated into the workplace. From flex time to healthy eating options, wellness programs send the message that work and personal health should be joined.

8. Be alcohol-conscious.

Serving alcohol at work events can be a trigger for someone with SUD. Consider a variety of non-alcoholic options.

9. Participate in recovery-focused community events.

Making your position known publicly tells everyone that being a Recovery Friendly Workplace is a point of pride.

10. Build a working relationship with recovery organizations.

Make sure area recovery groups are positioned as a resource for employees



STATE AND REGIONAL RESOURCES

Below is a description of state and local resources that are recommended to help you establish and operate your Recovery Friendly Workplace. Please note, this is not a complete list of resources.

Community Providers for Substance Use Disorder

Stewart Marchman Act (SMA)

1-800-539-4228 smahealthcare.org

Volusia Recovery Alliance (VRA)

386-777-PEER volusiarecoveryalliance.org

Community Care Network

386-255-5569 outreachinc.org

Shoreline Medical Addiction Treatment

ShorelineMAT.com

Renew Recovery Cafe

386-333-9022 renewrecoverycafe.com

Outpatient Treatment

Break the Cycle – Daytona Beach and Bunnell Area

386-307-4419 BreakTheCycle12.com

Oasis Treatment Center

New Smyrna, Port Orange, Daytona Beach

386-341-1303 oasistreatmentcenter.org

Hearthstone

Daytona Beach

386-238-1348 hearthstonefoundation.org

Shoreline Behavioral Health Services

843-365-8884 shorelinebhs.org

Community Options

Substance Use/Misuse/Mental Health

Deland Men's Residential Treatment Center

SMA

800-539-4228

smahealthcare.org/switcher/dmrt/

Project Warm Women's Residential Treatment Center

SMA

800-539-4228

smahealthcare.org/switcher/warm-2/

Support Groups

Narcotics Anonymous

844-344-3155 daytonana.org

Alcoholics Anonymous

386-756-2930 aadaytona.org

Celebrate Recovery

New Smyrna Beach

386-428-2397 firstpresbyteriannsb.com

Salty Church Life Recovery Program

Ormond Beach

386-615-9180 salty.org



STATE AND REGIONAL RESOURCES (CONT.)

Below is a description of state and local resources that are recommended to help you establish and operate your Recovery Friendly Workplace. Please note, this is not a complete list of resources.

Residential Treatment Centers

Dual Diagnosis or Mental Health Primary

LaAmistad

407-647-0660 lamistad.com

Harmony Hills

354-834-7272 hhills.com

Banyan

954-945-7520 banyantreatmentcenter.com

Promises 5 Palms

855-457-2567 my5palms.com

Substance Primary

St John's

904-990-1205 sjrp.com/about-us/our-center

Turning Point

229-985-4815 turningpointcare.com

Serenity Springs

386-423-4540 serenityspringsrecovery.com

Advanced Recovery Systems

321-527-2576 advancedrecoverysystems.com

White Sands Addiction Treatment

813-213-0442 whitesandstreatment.com/locations/florida

Lakeview Health

888-618-1284 lakeviewhealth.com

Beaches Recovery

866-605-0532 beachesrecovery.com

Hazledon Betty Ford

877-357-0918 hazledenbettyford.com

Recovery Residences (FARR Certified)

Oxford Houses - Outreach Coordinator

904-870-5834
oxfordvacancies.org

Foundations to Freedom

386-846-7102
foundationtofreedom.org

Victory House

214-462-4257
victoryhouseedb.org

Solutions By The Sea

386-265-5347
solutionsbytheseaflorida.com

*For a complete list of men's and women's recovery houses visit
volusiaarecoveryalliance.org



SAMPLE INTERNAL COMMUNICATIONS

THIS DECLARATION CAN BE POSTED, SHARED VIA EMAIL, INSERTED INTO PAYCHECK ENVELOPES, READ ALOUD AT EVENTS, AND COMMUNICATED IN OTHER WAYS TO “PUT THE WRITING ON THE WALL.”

OUR COMMITMENT

“Our company has made a commitment to become a Recovery Friendly Workplace.

This means we value the health and safety of all employees who are willing to accept workplace-based help and support for substance use disorder.

It also means we are committed to fighting the stigma associated with addiction and mental illness.

As we become a Recovery Friendly Workplace, please know that we will be promoting policies and practices intended to bring about positive changes within our workplace and the community. If you have any questions about this new effort, contact.”

[Name of contact]



SAMPLE INTERNAL COMMUNICATIONS

POLICY TEMPLATE

Company Name:

Address:

Date:

It is the workplace policy of _____ that as of _____ we have made a commitment to our employees that together, we have the right to work in an environment free from substance misuse. Furthermore at we recognize that is in our interest to provide a work environment where employees are able to perform their duties safely and efficiently free from individuals under the influence of drugs and or alcohol.

It is the policy of _____ that employees shall not unlawfully manufacture, distribute, dispense, possess, use or be under the influence of a controlled substance not prescribed for him/her by a physician, while on the job or in the workplace.

Controlled substances are classified into Five (5) Schedules under federal law according to their degree of risk, abuse or harm. While the federal government classifies medical marijuana as a Controlled Substance I Drug (no current acceptable medical use).

Our commitment to this Recovery Friendly Employer Policy recognizes that in addition to providing a substance free work environment, we must also provide a stigma free recovery friendly environment which encourages the following:

1. We recognize that drug and alcohol addiction is a disease to be treated the same as any other medical condition an employee may suffer from.
2. We encourage employees who are struggling to maintain sobriety while at work to reach out to fellow employees, supervisors and managers for assistance, and to voluntarily participate in the employer's Employee Assistance Policy ("EAP") if available.
3. We recognize that employees are most productive, effective and efficient when they work in an environment which is supportive of individuals and families who are affected by substance use disorder. We will provide all accommodations allowed under state and federal law for individuals and families affected by substance use disorder.
4. We are committed to providing our employees with the tools necessary to achieve recovery and will provide our employees with connections to services directly or indirectly which will help them to achieve and or maintain their recovery and promote abstinence from substance misuse.
5. We are committed to providing our employees initial and on-going education and training information on the cause and effect of substance use disorders.
6. We are committed to hiring and maintaining employment opportunities for individuals who are or have been affected by substance use disorder, seek treatment and maintain a history of recovery.



SAMPLE INTERNAL COMMUNICATIONS

COMPANY WIDE EMAIL

To:

Subject: News: We are becoming a Recovery Friendly Workplace

[Name of organization] is becoming a Recovery Friendly Workplace

In conjunction with the FL state Departments of Labor and Public Health, the decision has been made for this organization to become a Recovery Friendly Workplace (RFW).

Why? Two reasons.

One, because employees like you are our strongest assets. Two, because substance use problems in any form impact all of us - emotionally, physically, psychologically, socially, and economically.

Here's what being a Recovery Friendly Workplace means to all of us:

- Anyone with a substance use disorder (SUD) should feel free to come forward in confidence to his or her manager or supervisor and acknowledge that a problem exists.
- An employee who comes forward, requesting assistance, prior to any discipline issues or accidents involving substance misuse, is entitled to help, and managers and supervisors will be able to connect the person with resources for treatment and recovery.
- When substance use impacts our organization, it will be treated with fairness and respect for the individual's privacy.

The goal is to help any employee at any level who has a substance use disorder to recover their health and keep their job.

We believe it's the right thing to do for everyone involved.

If you have questions, please direct them in confidence to [Name of contact] by email.

Thanks for your time and attention.



POSTER

SAMPLE INTERNAL COMMUNICATIONS

**IF YOU HAVE
A SUBSTANCE
USE PROBLEM,
DON'T KEEP IT
A SECRET**



WE ARE A RECOVERY FRIENDLY WORKPLACE

- Employees are the most valuable asset this organization has. Without you, our work cannot continue.
- That's why any employee who has a substance use issue is encouraged to come forward in complete privacy to his or her manager or supervisor.
- We as an organization will help anyone with a substance use problem to access the right resources to get help – and keep their job.

**IF YOU HAVE QUESTIONS, PLEASE DIRECT THEM IN
CONFIDENCE TO [NAME OF CONTACT] BY EMAIL.**



SAMPLE INTERNAL COMMUNICATIONS

EMPLOYEE SURVEY

Building an RFW can be made easier if you understand how people think and feel about substance use that affects the workplace. A short, online confidential survey (done through Survey Monkey or another online tool), distributed by email, can give leaders and managers insight about their current culture. Here are recommended questions.

Introduction:

[Name of organization] is becoming a Recovery Friendly place.

This means we will work to develop practices and policies that help employees with a substance use disorder (SUD) to get treatment so they can recover – and keep their job.

Part of the effort is understanding how employees like you perceive substance use issues. Taking this completely confidential survey will help. It should only require a few minutes of your time. Thanks for your help.

Survey questions:

1. Rate how strongly you agree/disagree with this statement:

Substance use – whether it's alcohol, prescription drugs, or any other substance – is definitely a problem at our company.

- _____ Strongly agree
- _____ Somewhat agree
- _____ Somewhat disagree
- _____ Strongly disagree

2. Rate how strongly you agree/disagree with this statement:

Substance use – whether it's alcohol, prescription drugs, or any other substance – should be dealt with compassionately.

- _____ Strongly agree
- _____ Somewhat agree
- _____ Somewhat disagree
- _____ Strongly disagree

3. Rate how strongly you agree/disagree with this statement:

Substance use – whether it's alcohol, prescription drugs, or any other substance– should be dealt with by punishing the employee.

- _____ Strongly agree
- _____ Somewhat agree
- _____ Somewhat disagree
- _____ Strongly disagree

4. Rate how strongly you agree/disagree with this statement:

Substance use – whether it's alcohol, prescription drugs, or any other substance– is a private health problem.

- _____ Strongly agree
- _____ Somewhat agree
- _____ Somewhat disagree
- _____ Strongly disagree



SAMPLE INTERNAL COMMUNICATIONS

EMPLOYEE SURVEY (CONTINUED)

5. Rate how strongly you agree/disagree with this statement:

It's possible for someone at our company to face a substance use issue – whether it's alcohol, prescription drugs, or any other substance – and still keep their job.

- _____ Strongly agree
- _____ Somewhat agree
- _____ Somewhat disagree
- _____ Strongly disagree

6. If you had a substance use problem, what would be your main concerns if you admitted it to your manager or supervisor (Feel free to check more than one)

- _____ I'd lose my privacy I might lose my job
- _____ My co-workers would find out I'd have to get help
- _____ I'd be demoted
- _____ I'd have to file an insurance claim

7. Rate how strongly you agree/disagree with this statement:

There are people at work who have a substance use issue but it doesn't affect me.

- _____ Strongly agree
- _____ Somewhat agree
- _____ Somewhat disagree
- _____ Strongly disagree

8. If I wanted to learn more about my company's policies as a Recovery Friendly Workplace, the ways I'd like to learn about them are (feel free to check more than one):

- _____ Confidential email exchange with my manager/supervisor
- _____ Confidential one-on-one meeting
- _____ Company-wide presentation
- _____ Meeting of my department only
- _____ Website
- _____ Video



SAMPLE INTERNAL COMMUNICATIONS

KEY POINTS TO REMEMBER

It is important to know that Recovery Friendly Workplace programs are relatively new, and their legal ramifications are still taking shape. Employers should contact their firm's attorney or initiate a conversation with a firm that is experienced in employment law.

They can help you navigate the legal issues successfully, including:

- Employee privacy and confidentiality
- Compliance with federal, state and local regulations
- Florida Statute Chapter 397 SUBSTANCE ABUSE SERVICES
- Potential conflicts between state laws vs federal laws
- Employer rights vs Employee rights
- Union relationships
- Industry regulations and standards
- Reasonable Suspicion and drug testing policies
- Termination policies
- Americans with Disabilities Act (ADA) provisions for all employers who have 15 or more employees.
- Family Medical Leave Act (FMLA) provisions
- Occupational Safety and Health Administration (OSHA)
- Mental Health Parity Act
- Health Insurance Portability and Accountability Act HIPAA privacy provisions
- Workers Compensation

Specific legal considerations

There are federal laws, statutes, and provisions that may pertain to someone with substance use disorder in the workplace. Please note that laws and requirements can vary by state and business type.

Americans with Disabilities Act (ADA)

The American with Disabilities Act prevents an employer from discriminating against an employee simply for having a disability, disease, or medical condition, such as substance use disorder. Current alcohol or illegal drug use is not protected, but those in recovery or treatment are covered by the ADA.



LEGAL CONSIDERATIONS

Family Medical Leave Act (FMLA)

The Family Medical Leave Act legally ensures that employees are able to take unpaid leave for serious medical conditions, including treatment for substance use disorder.

Occupational Safety and Health Administration (OSHA)

OSHA is concerned with on-the-job safety and health. Its policies extend into a few key areas that overlap with a Recovery Friendly Workplace programs.

The Alliance Program

OSHA is becoming involved with Recovery Friendly Workplace programs through its Alliance Program, which enables the agency to develop voluntary, collaborative working relationships with organizations that are committed to workplace safety and health.

OSHA works with organizations to provide information, guidance and access to training resources to help protect workers, particularly by raising awareness of physical well-being and empowering workplaces to provide support for people recovering from substance use disorders.

Mental Health Parity Act

The Mental Health Parity and Addiction Equity Act of 2008 requires insurance groups offering coverage for mental health or substance use disorders to make these benefits comparable to general medical coverage.

Deductibles, copays, out-of-pocket maximums, treatment limitations, etc., for mental health or substance use disorders must be no more restrictive than the same requirements or benefits offered for other medical care. (SAMHSA)

Workers Compensation

Workers' compensation benefits may be denied if the employee suffered injuries on the job while intoxicated or under the influence of illegal substances.

HIPAA

HIPAA compliance is the practice of following the Health Insurance Portability and Accountability Act (HIPAA) to protect the privacy and security of health information. HIPAA compliance is required for covered entities, which include healthcare providers, health insurers, and health care clearinghouses.