



**Provide**  
employment supports



**Help employers**  
support those in recovery



**Develop**  
health care workforce

# THE ROLE OF THE WORKFORCE SYSTEM IN ADDRESSING THE OPIOID CRISIS:

## A RESOURCE GUIDE

**February 26, 2020**

Colleen Staatz, Michaela Vine, Crystal Blyler, & Jillian Berk

**Submitted to:**

U.S. Department of Labor  
Chief Evaluation Office  
200 Constitution Ave, NW  
Washington, DC 20210  
Project Officer: Jennifer Daley  
Contract Number: 1605DC-18-A-0020\1605DC-18-F-00404

**Submitted by:**

Mathematica  
1100 First Street, NE  
Suite 1200  
Washington, DC 20002-4221  
Phone: (202) 484-9220  
Project Director: Jillian Berk  
Reference Number: 50720.210

This project was funded by the Chief Evaluation Office of the U.S. Department of Labor under Contract # 1605DC-18-A-0020\1605DC-18-F-00404. The views expressed are those of the authors and should not be attributed to the Federal Government or the Department of Labor.

## Contents

|  |   |
|--|---|
| Resources related to employment supports for people in recovery..... | 1 |
| Resources for employers .....  | 3 |
| Resources to develop the behavioral health workforce .....           | 4 |
| References.....  | 8 |

**This page has been left blank for double-sided copying.**

This guide provides resources to support the recipients of the U.S. Department of Labor (DOL) National Health Emergency (NHE) Dislocated Worker Grants, for demonstration projects and disaster recovery, as well as other interested parties, in their efforts to provide employment services to people affected by the opioid crisis, help employers address opioid use disorder in the workplace and support affected individuals, and develop the health care workforce to help address the opioid crisis.

The resources in this guide include relevant publications, websites, and interactive tools, as well as examples of programs being implemented around the country. In addition, this guide includes relevant background resources on opioid use disorder. This document complements a literature review, *The Role of the Workforce System and Employers in Addressing the Opioid Crisis: Lessons from the Literature* (Vine et al. 2020).

## RESOURCES RELATED TO EMPLOYMENT SUPPORTS FOR PEOPLE IN RECOVERY

- The Substance Abuse and Mental Health Services Administration’s (SAMHSA’s) [\*Know Your Rights: Rights for Individuals on Medication-Assisted Treatment\*](#) provides guidance on the rights of individuals receiving medication-assisted treatment, including federal laws that protect individuals receiving medication-assisted treatment from job discrimination. Courts have ruled that receiving medication-assisted treatment suggests the presence of a disability, and thus, employers must provide “reasonable accommodations” to such employees, including restructuring jobs and modifying work schedules.
- SAMHSA’s Center for Substance Abuse Treatment has published a treatment improvement protocol on [\*Integrating Substance Abuse Treatment and Vocational Services\*](#). This document provides information on vocational screening, assessment, and readiness, and notes that substance abuse can qualify individuals to receive services from state vocational rehabilitation agencies funded by the federal Department of Education.
- DOL’s Employment and Training Administration has posted the recording of a webinar on [\*Implications of Substance/Opioid Misuse and Addiction for the Workforce Development System\*](#). This webinar includes a discussion of federal efforts to address this issue. It also provides an introduction to the Screening, Brief Intervention, and Referral to Treatment (SBIRT) approach to the delivery of early intervention and treatment to people with substance use disorders and those at risk of developing these disorders.



- A brief developed for the Administration for Children and Families, [\*Opioid Use Disorder, Treatment, and Barriers to Employment Among TANF Recipients\*](#) (Germain 2018), summarizes the research on opioid use disorder and its negative effects on work-readiness and employment attainment.
- A literature review conducted for the Department of Health and Human Service's Assistant Secretary for Planning and Evaluation, [\*Housing Options for Recovery for Individuals with Opioid Use Disorder: A Literature Review\*](#) (Pfefferle et al. 2019), provides an overview of stable housing options for supporting successful recovery.
- [\*Pathways to Employment: A Second Chance for Applicants Who Fail Pre-employment Drug Screens\*](#) is a program started by Belden, an electronics company in Indiana. At Belden, applicants who are denied a job because of a positive drug test are offered the opportunity to participate in a personalized drug rehabilitation program. If applicants complete the program, they can earn a position with the employer.
- DOL's Employment and Training Administration highlighted Kentucky's [\*Targeted Assessment Program\*](#), which uses comprehensive assessments to capture barriers to work among TANF participants, including those with substance use disorders. The program also collaborates with other systems to engage these participants in evidence-based interventions.
- [\*Retrofit Careers\*](#) is an independently run recovery job board where individuals in recovery can post resumes and search listings, and employers can review resumes and post listings.
- Massachusetts' [\*Access to Recovery – Career Building Initiative\*](#) (ATR-CBI) is a 3-week, 60-hour program co-developed by Massachusetts Career Centers and Advocates for Human Potential to address the unique barriers to employment that people with addiction issues face. CBI provides a specialized job readiness program and job search assistance to individuals in early recovery from substance use disorders who are participating in the ATR program. ATR is a 6-month program that supports recovery by providing many services in addition to CBI, such as care coordination, financial support for basic living needs (such as transportation and clothing), and individualized recovery coaching. The program reports that 2,400 participants have completed CBI and that participants were four times as likely to be employed at their 6-month disenrollment assessment as at intake.
- The Ohio Department of Job and Family Services developed [\*Strategies for Helping Individuals Impacted by Opioid Use Disorder: A Toolkit for Ohio's Public Workforce System\*](#). This document is an example of the type of resource that states could compile for local areas based on the literature on evidence-based practices and the particular circumstances of their state.

## RESOURCES FOR EMPLOYERS

- The National Institute for Occupational Safety and Health at the Centers for Disease Control and Prevention has developed a [framework](#) that highlights the role of the workplace in confronting the opioid crisis. The framework includes (1) identifying workplace conditions and education that workers might need about the risks of opioid use; (2) determining work-related risk factors for opioid use, such as injuries or stress; and (3) determining how to protect workers exposed to opioids and overdoses in the workplace.
- The Ohio Chamber of Commerce offers a [five-module course](#) that provides an overview of the legal and operational issues that employers should consider in responding to the opioid crisis, including developing a drug-free workplace policy and determining when and how to test employees for drug use.
- The National Safety Council (NSC) [Prescription Drug Employer Toolkit](#) provides resources to help employers proactively address the opioid epidemic, including considerations for developing employee assistance programs, conducting employee education, training supervisors, and developing policies regarding workplace drug testing. The NSC has also developed a document called [The Proactive Role Employers Can Take: Opioids in the Workplace](#), which includes information on how to work with benefit providers, surveys current workplace drug testing policies, and discusses other workplace supports. Finally, the NSC has an online [Substance Use Cost Calculator for Employers](#), which allows employers to calculate the costs of substance use to their business.
- A 2009 report from the Employee Assistance Society of North America, entitled [Selecting and Strengthening Employee Assistance Programs: A Purchaser's Guide](#), provides information for employers to consider regarding types of services, delivery models, and pricing options.
- Some states give a **recovery-friendly workplace** designation to employers that use approaches such as those described above to prevent substance use disorders and support employees during treatment and recovery. In 2018, New Hampshire (an NHE demonstration grantee) announced its Governor's Recovery Initiative, which encourages employers to foster a safe and healthy recovery environment, educate their employees on addiction and behavioral health prevention, implement evidence-based health and safety programming, and work with their community to promote prevention and recovery. In Rhode Island (another NHE demonstration grantee), the [Recovery-Friendly Workplace Committee](#) is developing a recovery-friendly best practice guide to help employers support employees in recovery, including knowing how to recognize signs of substance use disorders and direct employees into treatment. The Kentucky Chamber Workforce Center recently launched the state's [Opioid Response Program for Business](#), which will help employers audit existing drug-related policies and develop recovery-friendly policies.



- [\*The Opioid Crisis and Connecticut’s Workforce: Updating Your Approach to Employees Suffering from Addiction Can Preserve Your Greatest Resource\*](#) is a white paper developed by the Connecticut Department of Public Health. It includes five key principles for employers—early identification, instant support, employer flexibility, regular review, and enlisting success—as well as links to employee resources.
- The National Business Group on Health has developed [An Employer’s Guide to Workplace Substance Abuse Treatment: Strategies and Recommendations](#). This resource offers information about substance use disorders and practical solutions for addressing worker substance misuse.
- The Boston Medical Center Grayken Center for Addiction’s [employer resource library](#) includes 25 downloadable tools and resources on topics such as empowering and educating managers, supporting and engaging employees, and developing policies and practices.
- The [Federal Bonding Program](#) provides bonds that cover the first six months of employment for “at-risk,” hard to place job seekers, including individuals in recovery from substance use disorders. Employers receive these bonds for free as an incentive to hire these applicants, and the bond protects the employer against losses caused by any fraudulent or dishonest acts of the employee.

## RESOURCES TO DEVELOP THE BEHAVIORAL HEALTH WORKFORCE

- The Health Resources and Services Administration funds a [behavioral health workforce and training program](#) that provides grants to professional training programs for the behavioral health workforce. Current grantees include accredited institutions of higher education, many of which are partnering with health centers to develop integrated care teams to address opioid use disorder and substance use disorders.
- The University of Michigan’s [Behavioral Health Workforce Research Center](#) includes a repository of publications related to the behavioral health workforce, data visualizations to explore state-by-state characteristics of the behavioral health workforce, and materials from relevant past conference presentations.
- SAMHSA supports training for the health care workforce through the [Providers Clinical Support System](#) (PCSS), which includes training on providing medication-assisted treatment. The PCSS includes trainings for primary care providers and other health care staff on identifying, preventing, and treating opioid use disorder. For example, the prescriber waiver training program prepares providers to meet the requirements to prescribe buprenorphine. The PCSS also includes a mentoring program to answer health professionals’ questions about treatment, and a new initiative that aims to increase organizations’ capacity to integrate medication-assisted treatment for substance use disorders in their settings.





- SAMHSA supports health care providers to [apply for a practitioner waiver](#) to prescribe or dispense buprenorphine, one of the three FDA-approved medications used to treat opioid use disorder. SAMHSA's website also provides links to online trainings that physicians, nurse practitioners, physician assistants, and other providers can access in order to complete the training requirements needed to obtain a waiver.

## Background resources on opioid use disorder

- The National Academies of Sciences, Engineering, and Medicine released a comprehensive report in March 2019: [Medications for Opioid Use Disorder Save Lives](#). This report provides an overview of the medications used to treat opioid use disorder, the evidence base for their effectiveness, and common barriers to treatment.
- The Recovery Research Institute’s [Addictionary](#) provides a list of terms and definitions of more than 200 words related to recovery and addiction. It highlights words that can be stigmatizing and offers potential alternatives. This resource can help clinicians and employers use appropriate language when discussing or talking to people with opioid use disorder.
- SAMHSA’s [Opioid Overdose Prevention Toolkit](#) presents recommendations for developing policies and practices to help prevent opioid-related overdoses and deaths. These strategies may be relevant to health care providers, communities, and local governments.
- SAMHSA’s [Decisions in Recovery](#) is an interactive tool for individuals with opioid use disorder. It provides information about the types of medications available to treat individuals with opioid use disorder and resources on recovery supports. SAMHSA has also published a [handbook](#) with guidance on using the web-based “Decisions in Recovery” tool.
- A toolkit from the American Hospital Association, called [Stem the Tide: Addressing the Opioid Epidemic](#), includes information on how health care systems and hospitals can respond to the opioid epidemic.

**This page has been left blank for double-sided copying.**

## REFERENCES

- American Hospital Association. “Stem the Tide: Addressing the Opioid Epidemic.” Available at <https://www.aha.org/system/files/content/17/opioid-toolkit.pdf>.
- Belden, Inc. “Pathways to Pathways to Employment: A Second Chance for Applicants Who Fail Pre-employment Drug Screens.” Available at <https://www.belden.com/pathways-to-employment>.
- Boston Medical Center, Grayken Center for Addiction. “Employer Resource Library.” Available at <https://www.bmc.org/addiction/employer-resource-library>.
- Center for Substance Abuse Treatment. “Integrating Substance Abuse Treatment and Vocational Services.” Treatment Improvement Protocol (TIP) Series, No. 38. HHS Publication No. (SMA) 12-4216. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2000. Available at <https://store.samhsa.gov/system/files/sma12-4216.pdf>.
- Connecticut Department of Public Health. “The Opioid Crisis and Connecticut’s Workforce.” November 2018. Available at [https://portal.ct.gov/-/media/Departments-and-Agencies/DPH/dph/environmental\\_health/occupationalhealth/Opioid-conference-writeup\\_FINAL-FINAL\\_11\\_28\\_18-\(2\).pdf?la=en](https://portal.ct.gov/-/media/Departments-and-Agencies/DPH/dph/environmental_health/occupationalhealth/Opioid-conference-writeup_FINAL-FINAL_11_28_18-(2).pdf?la=en).
- Employee Assistance Society of North America. “Selecting and Strengthening Employee Assistance Programs: A Purchaser’s Guide.” 2009. Available at <https://easna.org/publications-research-notes/purchasers-guide/>.
- Federal Bonding Program. Website. 2016. Available at <http://bonds4jobs.com/about-us>.
- Germain, J. “Opioid Use Disorder, Treatment, and Barriers to Employment Among TANF Recipients.” OFA Report #1-2018. Washington, DC: Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services.” 2018. Available at <https://www.peerta.acf.hhs.gov/content/opioid-use-disorder-treatment-and-barriers-employment-among-tanf-recipients>.
- Health Resources and Services Administration. “Behavioral Health.” Available at <https://bh.w.hrsa.gov/grants/behavioral-health>.
- Kentucky Chamber Workforce Center. “Opioid Abuse in Kentucky: The Business Community’s Perspective.” June 2019. Available at <https://www.kychamber.com/sites/default/files/pdfs/Opioid%20Abuse%20in%20Kentucky%202019%20-%20website.pdf>.
- Massachusetts Access to Recovery. “Career Building Initiative.” 2019. Available at <https://www.ma-atr.org/providers/career-building-initiative/>.
- National Academies of Sciences, Engineering, and Medicine. “Medications for Opioid Use Disorder Save Lives.” Washington, DC: The National Academies Press, 2019. <https://www.nap.edu/catalog/25310/medications-for-opioid-use-disorder-save-lives>.
- National Business Group on Health. “An Employer’s Guide to Workplace Substance Abuse: Strategies and Treatment Recommendations.” August 2009. Available at <https://www.mychoicematters.net/wp-content/uploads/2018/10/3.1-Employers-Guide-to-Workplace-Substance-Abuse-Aug.-2009.pdf>.

- National Institute for Occupational Safety and Health (NIOSH). “Opioids in the Workplace.” June 2018. Available at <https://www.cdc.gov/niosh/topics/opioids/framework.html>.
- National Safety Council. “Prescription Drug Employer Toolkit.” 2019. Available at <https://www.nsc.org/pages/prescription-drug-employer-kit>.
- National Safety Council. “The Proactive Role Employers Can Take: Opioids in the Workplace.” Available at <https://www.nsc.org/Portals/0/Documents/RxDrugOverdoseDocuments/RxKit/The-Proactive-Role-Employers-Can-Take-Opioids-in-the-Workplace.pdf>.
- National Safety Council. “Real Costs of Substance Use in Your Workforce: A Substance Use Cost Calculator for Employers.” Available at <https://www.nsc.org/forms/substance-use-employer-calculator>.
- New Hampshire, Office of Governor Chris Sununu. “New Hampshire Recovery Friendly Workplace.” Available at <https://www.recoveryfriendlyworkplace.com/>.
- Ohio Chamber of Commerce. “Opioid Toolkit.” 2018. Available at <https://ohiochamber.com/opioid-toolkit/>.
- Ohio Department of Job and Family Services. “Strategies for Helping Individuals Impacted by Opioid Use Disorder: A Toolkit for Ohio’s Public Workforce System.” Available at <http://jfs.ohio.gov/owd/WorkforceProf/Docs/OWDOpioidToolkit.stm>.
- Pfefferle, Susan G., Samantha S. Karon, and Brandy Wyant. “Housing Options for Recovery for Individuals with Opioid Use Disorder: A Literature Review.” Abt Associates, 2019. Available at <https://www.abtassociates.com/insights/publications/report/housing-options-for-recovery-for-individuals-with-opioid-use-disorder>.
- Providers Clinical Support System. Website. Available at <https://pcssnow.org/>.
- Recovery Research Institute. “Addictionary®.” Available at <https://www.recoveryanswers.org/addiction-ary/>.
- “Retrofit Careers.” Available at <https://www.retrofitcareers.com/>.
- Rhode Island Office of the Governor. “Raimondo Administration, Business Community Partner to Expand Opportunity for Rhode Islanders in Recovery.” August 2018. Available at <https://www.ri.gov/press/view/33933>.
- Substance Abuse and Mental Health Services Administration. “Apply for a Practitioner Waiver.” 2019. Available at <https://www.samhsa.gov/medication-assisted-treatment/training-materials-resources/apply-for-practitioner-waiver>.
- Substance Abuse and Mental Health Services Administration. “Know Your Rights: Rights for Individuals on Medication-Assisted Treatment.” 2009. Available at [https://lac.org/wp-content/uploads/2014/12/Know\\_Your\\_Rts\\_-\\_MAT\\_final\\_9.28.10.pdf](https://lac.org/wp-content/uploads/2014/12/Know_Your_Rts_-_MAT_final_9.28.10.pdf).
- Substance Abuse and Mental Health Services Administration. “SAMHSA Opioid Overdose Prevention Toolkit.” HHS Publication No. (SMA) 18-4742. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2018. Available at <https://store.samhsa.gov/product/Opioid-Overdose-Prevention-Toolkit/SMA18-4742>.

Substance Abuse and Mental Health Services Administration. “Decisions in Recovery: Treatment for Opioid Use Disorder.” Available at <https://mat-decisions-in-recovery.samhsa.gov/>.

Substance Abuse and Mental Health Services Administration. “Decisions in Recovery: Treatment for Opioid Use Disorder Handbook.” Available at <https://store.samhsa.gov/system/files/sma16-4993.pdf>.

University of Michigan. “Behavioral Health Workforce Research Center.” Available at <http://www.behavioralhealthworkforce.org/>.

U.S. Department of Labor. “Implications of Substance/Opioid Misuse and Addiction for the Workforce Development System.” October 2018. Available at <https://www.workforcegps.org/events/2018/08/21/13/36/Implications-of-Substance-Opioid-Misuse-and-Addiction-for-the-Workforce-Development>.

U.S. Department of Labor, Employment and Training Administration. “Kentucky Targeted Assessment Program (TAP).” Available at <https://www.workforcegps.org/resources/2018/09/12/11/20/Kentucky-Targeted-Assessment-Program-TAP>.

Vine, Michaela, Colleen Staatz, Crystal Blyler, and Jillian Berk. “The Role of the Public Workforce System and Employers in Addressing the Opioid Crisis: A Review of the Literature.” Cambridge, MA: Mathematica Policy Research, February 2020.

<sup>1</sup>Sources listed were all accessed on October 4, 2019.

---

## **Mathematica**

Princeton, NJ • Ann Arbor, MI • Cambridge, MA  
Chicago, IL • Oakland, CA • Seattle, WA  
Tucson, AZ • Woodlawn, MD • Washington, DC

## **EDI Global, a Mathematica Company**

Bukoba, Tanzania • High Wycombe, United Kingdom



[Mathematica.org](https://www.mathematica.org)