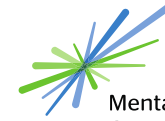


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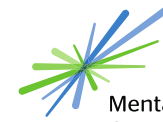


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# Addressing Substance Use and the Workplace: Policy and Practice Implications

September 27<sup>th</sup>, 2017



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Webinar Slides and Resources

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# Speakers:



**Bryce Barker**

Knowledge Broker  
Canadian Centre on Substance Use and  
Addiction



**Shawna Meister, M.A.**

Research and Policy Analyst  
Canadian Centre on Substance Use and  
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# Addressing Substance Use and the Workplace: Policy and Practice Implications

**Mental Health Commission of Canada – Workplace Webinar Series**

**Shawna Meister, Research and Policy Analyst**

**Bryce Barker, Knowledge Broker**

September 27, 2017

# About CCSA

- **Vision:** A healthier Canadian society where evidence transforms approaches to substance use.
- **Mission:** To address issues of substance use in Canada by providing national leadership and harnessing the power of evidence to generate coordinated action.
- **Value Proposition:** CCSA was created by Parliament to provide national leadership to address substance use in Canada. A trusted counsel, we provide national guidance to decision makers by harnessing the power of research, curating knowledge and bringing together diverse perspectives.

# Why Our Work Matters

## Canadian context

- Opioid crisis
- Legalization and regulation of marijuana

## Health

- Substance use disorder is a disease and should be treated like other chronic diseases and health conditions
- Contributes to mental health conditions, family violence and suicide
- Contributes to 60+ diseases like cancer, heart disease, diabetes, HIV/AIDS
- Illicit drug dependence directly accounted for 20 million disability adjusted life years

# Why Our Work Matters (cont.)

## **Public Safety**

- Significant factor in the commission of crime; as many as 80% of federal offenders have a history of problematic substance use
- Impaired driving accounted for 9,000 deaths in Canada from 2000–2010

## **Economics**

- Substance use costs over \$40 billion per year in Canada

## **Effective Interventions and Supports**

- Recovery is attainable and sustainable





# National Priorities and Areas of Action



National Framework  
for Action (2005):  
*Collective action for  
collective impact*

# Objectives for this Webinar

- Report on findings from a research study on Canadian workplace policies and practices
- Discuss considerations for applying the findings from this research

# Overview

- Background and Context
- Research Study
  - Methodology
  - Environmental Scan
  - National Survey
  - Key Informant Interviews
- Steps in Developing and Refining Policy
  - Development
  - Implementation

# Impact of Substance Use on the Workplace

- Absenteeism or presenteeism
- Cognitive impairments
- Chronic diseases
- Injuries and accidents
- Fatalities

# Workplace Risk Factors

- Access to alcohol and drugs
- High stress
- Boredom
- Repetitive duties
- Isolation
- Fatigue
- Low job satisfaction
- Long hours
- Shift work
- Remote supervision
- Negative work environment
- Lack of opportunity for promotion
- Meetings with clients involving alcohol

# The Need for the Study

- 2016: Meeting with industry stakeholders
- 2017: Industry stakeholder poll
- 2018: Legalization and regulation of cannabis

# Methodology

- Environmental scan: publicly available policies
- National survey: select safety-sensitive industries
- Key informant interviews: select safety-sensitive industries

# Comprehensive Substance Use Workplace Policies

1. Objectives and scope
2. Prevention
3. Observation and investigation
4. Support
5. Return to work
6. Non-compliance
7. Review and evaluation
8. Meet legal requirements



# Characteristics of Data Collected

## **Environmental Scan**

- Identified 35 policies, 11 policy statements, 22 position statements
- 15 of 35 policies were comprehensive
  - Majority safety-sensitive, large, well-established

## **Survey and Interviews (select safety-sensitive industries)**

- 87 survey respondents; 12 interviews
- Majority private sector
- Range of small to large organizations
- Range of unionized and contract staff

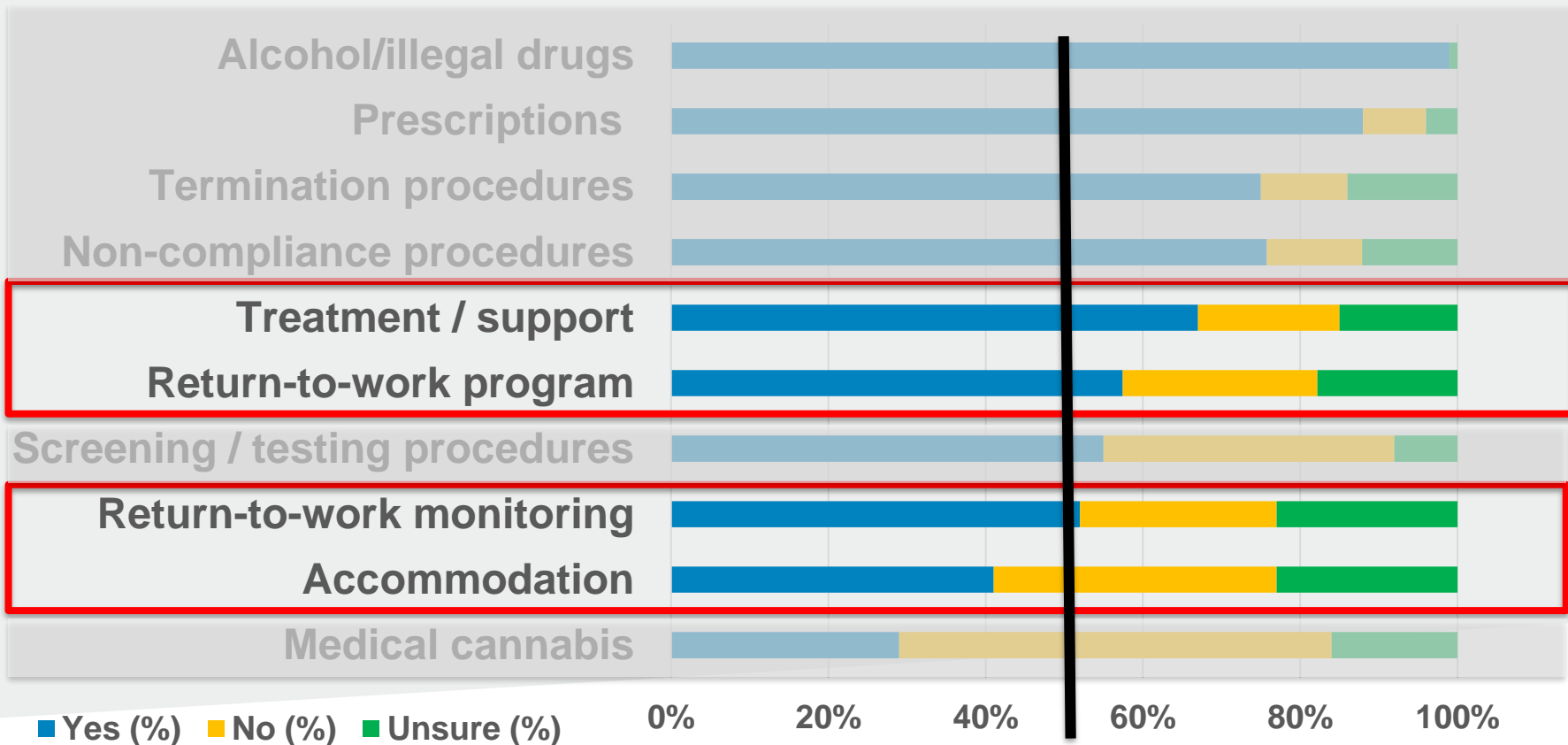
# Findings: State of Canadian Substance Use Policies

## Environmental Scan

- Overall lack of substance use policies, particularly among non-safety-sensitive industries
- Policies acknowledge illegal and legal drugs; however, no explanation of legal drugs and risks
- Absence of review and evaluation
- Emergence of “risk-sensitive” positions (e.g., doctors, nurses)
- About half of policies acknowledge substance use as a disability

# Survey Findings: Content of Policies

## Aspects addressed in substance use policies



# Survey Findings: Response to Suspicion of Use

## Organization response to suspicion of substance use



# Other Findings

Other findings from select safety-sensitive organizations:\*

- 80% **orient/educate employees** about their workplace policy
- 56% refer employee to EAP/EFAP if **use confirmed**; 43% refer employees to a program; 18% terminate.
- 57% use **SAPs/SAEs** to determine fitness to return to duty
- 4% conduct **random testing**; 12% do this for specific employees
- 69% offer employees a **support program** to encourage abstinence
- Interviews: employee commitment to recovery and workplace culture are important

\*These findings cannot be generalized to the broader workplace context.



# Limitations of Study

- Publicly available policies
- Sectors
- Survey sampling
- Privacy

# Implications of Findings

- Without a policy, employers open to more risk
  - Be proactive and develop a substance use policy
- Limited focus on employee well-being could contribute to ongoing issues
  - Ensure policies are comprehensive, balanced
- Workplace culture may cause challenges
  - Create a culture of openness, trust and understanding
- Balancing employer and employee needs
  - Invest in education, adhere to human rights and consult with various stakeholders



# Developing Comprehensive Substance Use Policies

- Opportunity
- Benefits
- Tailored approach





# Everyone Has a Role to Play



# Comprehensive Policy Considerations

- Workplace context
- Tailoring
- Legal and regulatory consideration
- Policy development and implementation



# Action Steps in Addressing Substance Use

1

## Review your data

Use your organization's existing data to better understand the scope of the issue in your workplace.



# Action Steps in Addressing Substance Use

2

## Involve employees and unions

Seek ideas and input. Truly engage staff and unions as they have insight and experience on how to achieve a healthy workplace.



# Action Steps in Addressing Substance Use

3

## Raise awareness

Make information about problematic substance use available and accessible.

Provide prevention and resilience building programs.



# Action Steps in Addressing Substance Use

4

## Reduce stigma and discrimination

Create an environment where employees can seek assistance without fear by speaking openly about substance use issues.



# Action Steps in Addressing Substance Use

5

## Leadership commitment

Communicate about  
available supports.  
Leadership should  
be visible and  
sustained.



# Action Steps in Addressing Substance Use

6

## Foster a healthy and safe environment

Create or enhance, and communicate, policies and processes related to substance use.

Develop an alcohol and drug policy tailored to your workplace's culture and specific needs.





# Action Steps in Addressing Substance Use

7

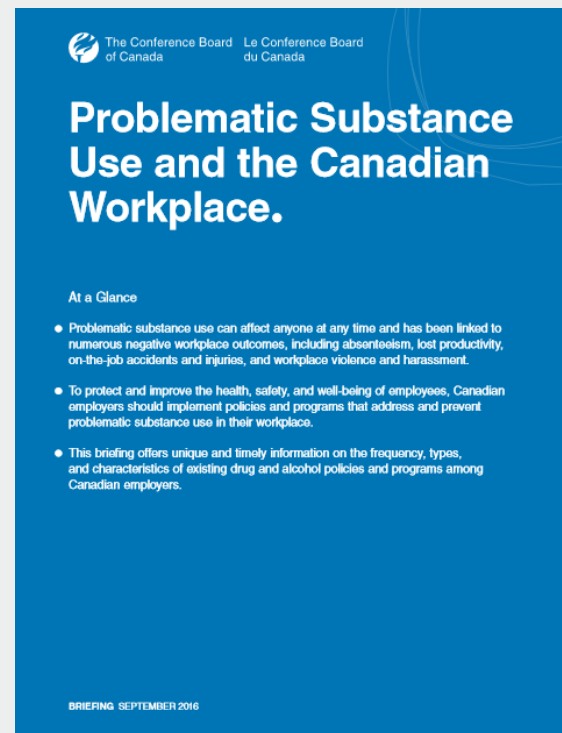
## Encourage early treatment and support

Provide information on where to get support and services (e.g., EAP, EFAP).

Support employees requiring assistance.



# Resources





# Additional Resources

- **Start the Conversation:**  
[http://www.conferenceboard.ca/Libraries/PUBLIC\\_PDF\\_S/MHCC\\_Workplace-Substance-Use\\_EN.sflb](http://www.conferenceboard.ca/Libraries/PUBLIC_PDF_S/MHCC_Workplace-Substance-Use_EN.sflb)
- **Problematic Substance Use and the Canadian Workplace:** <http://www.conferenceboard.ca/e-library/abstract.aspx?did=8270>
- **Atlantic Canada Council on Addiction: A step-by-step guide to addressing problematic substance use:**  
<https://www.gnb.ca/0378/acca/pdf/ACCA-Toolkit-English.pdf>
- **Canadian Centre for Occupational Health and Safety**  
<http://www.ccohs.ca/oshanswers/psychosocial/substance.html>



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**Du 13 au 15 novembre**  
Calgary (Alberta)

**L'inscription est ouverte  
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disponible**



# Questions?



# Thank You!

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## **Bryce Barker**

Knowledge Broker

BBarker@ccsa.ca

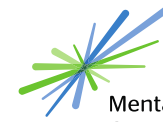
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You will receive an e-mail shortly with a satisfaction survey.





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# Thank you!

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