

BUILDING COLLABORATIVE MODELS FOR WORKPLACE MANAGED CARE SUBSTANCE ABUSE PREVENTION: A CSAP WORKING FORUM

Overview

A. Definition of Workplace Managed Care

Workplace Managed Care (WMC) is an outgrowth of what was beginning to happen in many workplaces and health care companies throughout the Nation – workplaces and managed care organizations (MCOs) began to informally and formally integrate activities, programs and strategies concerning substance abuse prevention, early intervention and treatment. Integrated workplace and health care efforts often unify responsibilities of workplace-centered employee assistance programs (EAPs), human resources (benefits, wellness programs), security, finance, management, MCOs, and other companies that interface with the MCO, including external EAPs. Workplaces include private (for and not-for profit) and public (Federal, State, local) entities.

WMC services are provided to employees and frequently to their families (covered lives). The services can be provided at a variety of locations and through a number of media including the work site, physician's office, workplace-sponsored events, home and hospitals. They can be offered to the individual, on a one-to-one basis, in groups, and through a variety of media (Internet, videos, web pages, trainings, etc.). Examples of interventions include: peer-to-peer programs, drug testing, enhanced EAP services, supervisory training, workplace policies, prevention moments in primary and behavioral health care settings, health risk assessments and appraisals, parenting programs (e.g., How to Talk to Your Kids About Drugs), alcohol management and abstinence programs, merging activities with health promotion and wellness as well as security programs.

B. Statement of Purpose of CSAP's Workplace Managed Care Project

The Center for Substance Abuse Prevention (CSAP) is interested in bridging the gap between research and practice in the area of WMC. We wish to explore the decision-making process and methods used for adopting substance abuse prevention and early intervention strategies within a collaborative WMC environment as well as better means to conduct and share research findings with collaborating partners. Partners include workplaces, both managed care and managed behavioral health care organizations, researchers and Federal/State policymakers. This includes human resources, internal/external EAPs, primary and behavioral health providers, internal/external researchers, and others who enhance employees and their families' (covered lives) wellness and productivity by specifically preventing and reducing alcohol and drug abuse and associated problems.

C. Statement of Purpose of Forum

The forum is designed to explore the reasons and methods for building collaboration between workplaces, mental health providers, external researchers, both MCOs and managed behavioral healthcare organizations (MBHOs) for the purposes of reducing and preventing alcohol and drug abuse within the workplace and among employees and their dependents.

D. Forum Goals

- (1) To identify existing collaboration;
- (2) To identify potential opportunities for collaboration;
- (3) To create a milieu for participants and their organizations to dialogue and forge new relationships that develop, implement, enhance, maintain, and restructure activities related to substance abuse prevention and early intervention;
- (4) To increase the potential for research to focus on needed research questions and transferable findings that are essential for workplaces and MCOs working to advance their collaborative efforts to prevent and reduce substance abuse; and

- (5) To share individual and group visions concerning the future of substance abuse prevention and early intervention within WMC.

E. Intent of Forum

The intent of the forum is on participant interaction, not on directive leadership. The forum is designed to share knowledge and views from workplaces, health care organizations, EAPs, and researchers in order to begin to build better understanding between those who do research in substance abuse prevention and early intervention and those who implement prevention in workplace and managed care settings. We plan to develop better methods and enhance current ones in order to generate a more productive relationship between WMC and researchers.

We ask you to explore and discover (1) how research is useful or can be made more useful to both workplace and managed care entities as they adapt and promote prevention programs and strategies and (2) how CSAP can better work with you in this regard.

This is also a creative or ‘working’ forum in that we have defined potential tasks. These include developing a 1) *List of Guidelines for Collaboration*, 2) *List of Best Practices in Substance Abuse Prevention and Early Intervention in the Workplace*, and 3) *Managed Care Action Plan for Substance Abuse Prevention and Research Utilization*. The form of these tasks will depend on the views and styles of forum participants.

F. Scope of Forum

The scope of our discussion will be on WMC, as broadly defined above. Precise meanings of “workplace” and “managed care” continue to shift over time and in different contexts and places. Workplaces are quite diverse in terms of type (low skilled to highly skilled, high tech to low tech), size, demographics of employees (age, race, education, income), union/non union, profit and non-profit, public/private, and geographic location (national and international). Similarly, there are many models of managed care and behavioral managed care organizations as well as service arrangements within these organizations.

G. Forum and Working Group Objectives

- Objective 1: (a) To learn how participants from perspectives differing from one’s own define the issues involved in workplace managed care substance abuse prevention and early intervention collaboration and (b) to understand how their training, background, and orientation have led to these definitions.
- Objective 2: To identify the key players, the critical roles and functions, and the barriers and facilitators to current collaboration for the use of workplace substance abuse prevention and early intervention strategies.
- Objective 3: To discover the commonalities on which forum members can agree for workplaces, MCOs, EAPs, researchers and others working in WMC substance abuse prevention and early intervention.
- Objective 4: To develop ideal scenarios for collaboration that realistically address barriers.
- Objective 5: To develop guidelines (including best and promising practices) that assist workplaces, managed care organizations, EAPs and researchers foster collaboration to enhance the ability of research to better serve the needs of WMC.
- Objective 6: To generate a list of post-forum next steps necessary to realize or catalyze the practices and common ground goals identified.