

STATE PROFILES

Recovery Friendly Workplace Landscape Analysis

August 2023



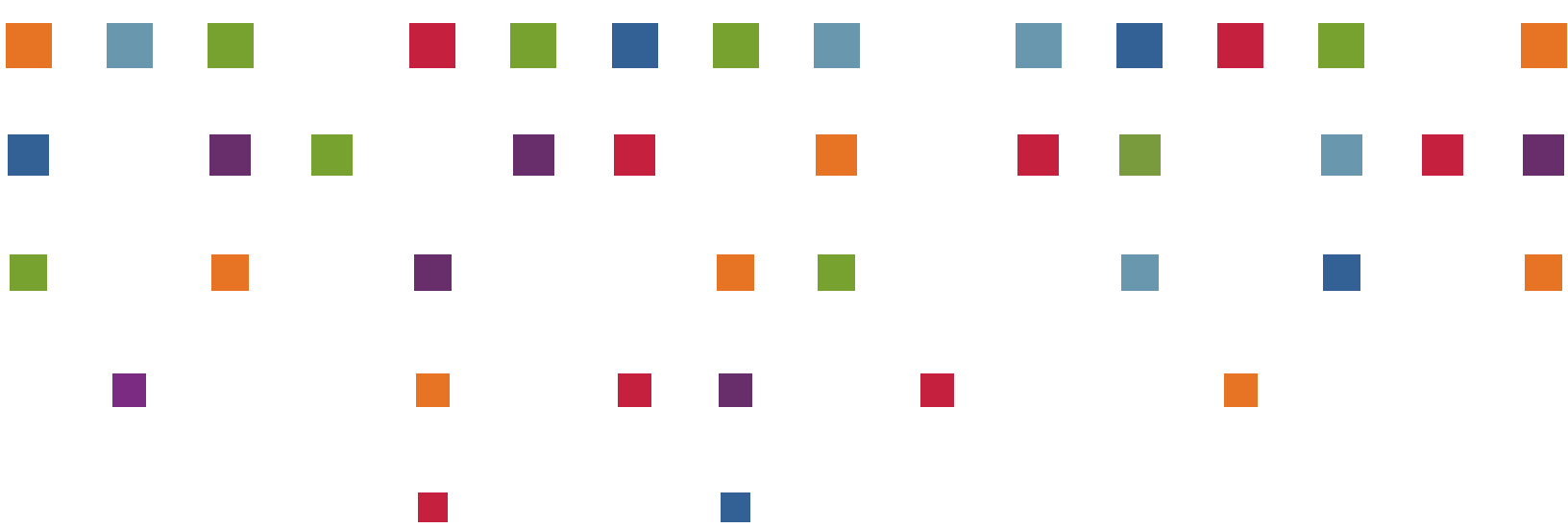


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STATE PROFILES

Recovery Friendly Workplace (RFW) initiatives have emerged around the country as important interventions in addressing substance use disorder (SUD) and the opioid overdose crisis. A RFW program strives to prevent SUD by creating a healthy and safe workplace while also providing support for workers who are struggling and creates opportunities for people in recovery to reenter or enter the workplace. Workplace injury and stress may lead to the use of prescription opioids or self-medication to address related physical and emotional pain. Understanding the state of RFW programs is key to moving these efforts forward and realizing their potential in preventing new cases of substance misuse and the positive economic impact on employers, workers, and communities.

To evaluate the state of RFW program development, the National Institute of Environmental Health Sciences National Clearinghouse for Worker Safety and Health Training conducted a nationwide RFW survey. The survey identified RFW program resources and captured key characteristics including outreach, training, prevention, criteria for employers to achieve RFW status, job placement, and support for workers in recovery. The survey was sent to 242 individuals nationwide, including the Recovery Friendly Workplace Community of Practice (RFW-CoP) organized by the New Hampshire Recovery Friendly Workplace program.

Forty-seven individuals involved in RFW programs in 31 states responded to the survey. Twenty-five were part of an established program, whereas 22 were in the formative or developmental stage or did not answer the question. Access to the survey results can be found on the Clearinghouse website located here: <https://tools.niehs.nih.gov/wetp/index.cfm?id=2621>.

The purpose of this state profiles document is to showcase the great work being done in individual states to prevent addiction and support recovery.

Responses below are from survey participants who were willing to share individual responses to the survey. Information from basic internet searches, which are open to the public, is also included and indicated below. States that had no representative participation in the survey, had no returned results through internet searches, or who did respond to the survey but asked to remain anonymous are not included below. Information is current as of August 2022, when the surveys were collected.

ALABAMA

NUMBER OF RESPONSES: 1

Recovery Supportive Workplaces of Alabama

Contact information: Carie Wimberly, Recovery Friendly Workplace Liaison, carie@apcbham.org

Website: <https://vitalalabama.com/professional-resources/mental-health-in-the-workplace/>

- **Stage of development:** Informal Program: Recovery Supportive Workplaces is starting to meet regularly to develop strategy. Recovery Supportive Workplaces is working on local grants for funding and meeting to start a small toolbox at the state level. There is a plan to approach a larger initiative in 2023.
- **Mission/Goals of RFW:** Informal: Providing resources and pathway to keeping organizations strong by keeping employees on the job, even as they recover from substance misuse.
- **Describe the RFW:** Recovery Supportive Workplaces of Alabama is in the early stages of development. The initiative was started by a collaboration between the Government, not-for-profits, labor organizations, businesses/employers, recovery organizations, and prevention programs. Recovery Supportive Workplaces has conducted outreach to construction, health care and social assistance sectors. Employers must meet criteria created by the Recovery Supportive Workplace program to be designated a Recovery Friendly Workplace. In their prevention efforts, Recovery Supportive Workplaces includes workplace stress prevention, opioid education, workplace stress management, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, stigma, reform of punitive drug and alcohol policies, and risks and protective factors. People with lived recovery experience are instrumental in all decision making.
- **Funding of RFW:**
 - **State funding:** Alabama Department of Mental Health; \$200k per year for 2 years; 2 full-time staff, 2 part-time staff.
 - **Local government funding:** Local grants and foundations; \$75k yearly; 1 full-time staff member.
 - **Other funding:** Donations.
 - **Applying for an ARC grant.**

- **Challenges in forming RFW:**
 - *Employer buy-in*
 - *Employer capacity*
 - *Worker awareness*
 - *Government buy-in*
 - *Funding*
- **One thing that would help their RFW:** Incentives for organizations.

CALIFORNIA

NUMBER OF RESPONSES: 2 (1 WAS ANONYMOUS)

Recovery Friendly Workplace California

Contact information: April Franklin, CEO, april@ncadd-sd.org

Website: <https://recoveryfriendlyworkplaceca.org/>

- **Stage of development:** Informal Program: We are starting to meet regularly to develop strategy.
- **Mission/Goals of RFW:** Bring Substance Use Disorder education to the workplace.
- **Describe the RFW:** Recovery Friendly Workplace California (RFW California) was initiated by a not-for-profit. RFW California does not currently have dedicated staff, however not-for-profit staff are providing in-kind support. RFW California is creating training programs and criteria for employers to be designated as a recovery friendly workplace.
- **Funding of RFW:** Applying for funding.
- **Successes in RFW:** We started with just an idea and have learned and grown in a short amount of time.
- **One thing that would help their RFW:** Funding and governor's recognition.

COLORADO

NUMBER OF RESPONSES: 3

FIT@Work (Colorado and South Dakota)

Contact information: Wendy White, CEO, wwhite@wefaceittogether.org

- **Stage of development:** Contemplative: A group is coming together to start considering options. Fit@Work offers peer coaching as an employee benefit. The organization is interested in adding more details around recovery friendly workplaces.
- **Mission/Goals of RFW:** To return those with addiction and their loved ones to wellness.
- **Describe the RFW:** FIT@Work was initiated by a recovery community organization (RCO) and currently hires paid part-time staff. FIT@Work has reached out to construction, health care and social assistance, education, public safety, accommodations and food service, and utilities employers, and has also reached out to labor organizations. The program also provides peer support for workers. In their prevention efforts, FIT@Work includes information on opioid education, pain management alternatives, education, stigma, reform of punitive drug and alcohol policies, and adverse childhood experiences. People with lived recovery experience are instrumental in all decision making at FIT@Work.
- **Funding of RFW:**
 - **Federal funding:** SAMHSA has provided \$600,000 for a period of three years, which supports three full-time staff members.
 - **State funding**
 - **Local government funding**
 - **Private grant funding**
 - **Pass-through funding**
 - **Other type of funding:** Fees for FIT@Work membership
 - **Applying for more funding**
- **Challenges in forming RFW:**
 - **Employer Buy-In:** Sharing the message is a struggle.
 - **Worker Awareness:** Employees don't pay attention to or receive communications.
 - **Stigma:** This prevents people from seeking help.

Recovery Friendly Leader

Contact information: John Narine, Executive Director, john.narine88@gmail.com

Website: www.recoveryfriendlyleader.com

Toolkit: Yes (not listed)

- **Stage of development:** Nonprofit or government funding: There is an established program administering a Recovery Friendly Workplace program. As of July 15, 2022, Recovery Friendly Leader is officially a nonprofit project under its fiscal sponsor's 501(c)(3) status.
- **Mission/Goals of RFW:** "Recovery Friendly Leader" (RFL) envisions a world where all business leaders are equipped with the skills, tools, and resources they need to support employees in their recovery from addiction. RFL's mission is to empower business leaders on solution-based strategies that help them provide support and practical guidance for their employees impacted by addiction, to keep the workplace safe, healthy, and productive.
- **Describe the RFW:** RFL was initiated by a not-for-profit. Currently, the executive director volunteers for the program in an unpaid capacity. The organization is seeking to raise funding to hire an executive director. RFL is developing trainings to provide to employers/businesses, supervisors, and workers. RFL helps employers and labor organizations evaluate work-related risk factors that may contribute to initiation of substance use. RFL provides trainings on workplace stress management, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, combating stigma, reform of punitive drug and alcohol policies, risks, and protective factors. Diversity, equity, and inclusion (DEI) are key priorities for RFL, and trainings are reviewed and/or conducted by diverse stakeholders. DEI is a concept that RFL trains on, emphasizing that employees in recovery are to be valued, accepted, and included.
- **Funding of RFW:**
 - *Applying for funding*
- **Successes in RFW:** RFL is proudest of the research conducted to develop the content of the program.
- **Challenges in forming RFW:**
 - *Funding:* RFL is currently seeking funding to develop its program and hire one staff person.
- **One thing that would help their RFW:** Board members and funding.

Colorado's Recovery Friendly Workplace Initiative

Contact information: David Shapiro, Senior Manager, Programs and Partnerships,
david.shapiro@cuanschutz.edu

Website: <https://coloradosph.cuanschutz.edu/research-and-practice/centers-programs/chwe/practice/recovery-friendly-workplace-initiative>

Toolkit: https://www.healthlinkscertified.org/uploads/files/2022_08_29_15_19_15_Colorado-Recovery-Friendly-Workplace-Toolkit-2022.pdf

- **Stage of development:** Nonprofit or government funding: There is an established program administering a Recovery Friendly Workplace program.
- **Describe the RFW:** Colorado's Recovery Friendly Workplace Initiative was initiated by the Colorado Consortium for Prescription Drug Abuse Prevention (Higher Education). Two to five full-time staff members from the Center for Health, Work, and Environment are dedicated to this initiative annually. Colorado's RFW Initiative has reached out to construction, health care and social assistance, education, other service industries, plus the agriculture, forestry, fishing, and hunting industries. Colorado's RFW Initiative has reached out to over 100 employers and several labor organizations and community programs. Colorado's RFW Initiative provides trainings to employers/businesses, supervisors, workers, and the community. Colorado's RFW Initiative helps employers and labor organizations evaluate work-related risk factors that may contribute to initiation of substance use. Colorado's RFW provides trainings on workplace stress prevention, workplace injury prevention, opioid education, pain management alternatives, education, workplace stress management, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, and stigma.
- **Funding of RFW:**
 - *Federal funding*
 - *State funding*
 - *Local government funding*
 - *Private grant funding*
 - *Pass-through funding*
 - *Other funding*
 - *Applying for further funding*

CONNECTICUT

NUMBER OF RESPONSES: 4 (2 ANONYMOUS, 2 FROM THE SAME ORGANIZATION – RECOVERY WORKS CT)

Recovery Works CT

Contact information: Robert E Bongiolatti, Operations Coordination WIOA Title I, robert.bongiolatti@ct.gov; Jeremy Kosbob, Recovery Friendly Program Coordinator, jeremy@ryasap.org

Website: <https://www.recoveryworksct.org> ; <https://www.ryasap.org/what-we-do/rbhao-regional-behavioral-health-action-organization/>

Toolkit: <https://www.recoveryworksct.org/> ; https://www.drugfreect.org/Customer-Content/www/CMS/files/DHMAS001_RFW-Toolkit-Full_Update_121021.pdf

- **Stage of development:** Nonprofit or government funding: There is an established program administering a Recovery Friendly Workplace Program. The program is working to expand number of employers designated and obtain a continuation of State Opioid Response (SOR) grant funds. Recovery Works CT has certified six organizations in Region One of Connecticut, with more waiting for training. Recovery Works CT holds a monthly program coordinators meeting to offer mutual assistance between regions.
- **Mission/Goals of RFW:** Recovery Works CT has two main goals. The first is to reduce stigma around substance use in the workplace to provide a work environment where those affected by substance use can continue employment and remove barriers. The second is to assist as many organizations in the state in achieving Recovery Friendly Workplace certification.
- **Describe the RFW:** Recovery Works CT was initiated by the governor of the State of Connecticut in conjunction with state agencies; labor, health and mental health and addiction services; as well as administrative volunteers blended with paid employer-engagement staff. Recovery Works CT hires paid full-time staff. Recovery Works CT's advisory board includes representation from government, labor organizations, businesses and employers, public health, recovery organizations, treatment programs, prevention programs, occupational health or safety professionals, and health professionals. Recovery Works CT has conducted outreach with construction, healthcare, social assistance, retail, accommodations, and food services industries, other service industries, and not-for-profit organizations, and has also conducted outreach with construction-oriented labor organizations and community programs. The program provides peer support for workers and trainings to employers, supervisors, and workers. Recovery Works CT has state-recognized criteria for a company to become a designated recovery friendly workplace. Recovery Works CT addresses prevention efforts, including workplace stress prevention, opioid education, workplace stress management, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, stigma, and reform of punitive drug and alcohol policies. In making decisions, Recovery Works CT seeks input from Black and indigenous people, people of color, LGBTQIA, people with different abilities, and those with lower incomes, immigrant status, and lived recovery experience. Members of Recovery Works CT's diverse constituency review toolkits.

■ Funding of RFW:

- **Federal funding:** State Opioid Response (SOR) Mental Health funding, other state and federal funds in the past including National Dislocated Worker Grants (NDWG).
- **State funding**
- **Private grant funding**
- **Pass-through funding:** NDWG SOR
- **Unsure if applying for other funding – There is potential for a new round of federal funds from the U.S. Department of Labor.**
- **Successes in RFW:** Some of Recovery Works CT's successes include assembling an advisory board, training Peer Navigators, creating a toolkit, and having the ability to certify agencies in the region and bring more awareness to the topic of recovery friendly workplaces.

■ Challenges in forming RFW:

- **Employer Buy-In:** Recovery Works CT leadership has faced challenges creating buy-in with employers not in the field about RFW. Some employers have fears of legal implications or lack of understanding of disease.
- **Worker Awareness:** Workers do not know where or how to reach out to their employer.
- **Government Buy-In:** Because this initiative was created under the last governor, then the pandemic occurred, government buy-in has been challenging to maintain.
- **Funding:** Lack of continuous, long-term support for funding is consistently an issue.
- **Stigma:** Stigma surrounding mental health and substance use presents challenges.

- **One thing that would help their RFW:** Funding for the program and administrative support and a statewide public-service announcement campaign would both be beneficial.

FLORIDA

NUMBER OF RESPONSES: 2

(No Name Listed)

Contact information: Ashley Grimes - president@namiflorida.org

- **Stage of development:** Contemplative: A group is coming together to think about options. The group is still learning about other states' efforts and trying to create buy-in within the state.

FORTE (Fostering Opioid Recovery through Training and Employment)

Contact information: Maura King, Director of Community Initiatives, mking@careersourcecf.com

- **Stage of development:** FORTE's workforce boards meet regularly to develop outreach strategies to businesses, to help support the workforce affected by the opioid crisis. FORTE is working to determine regional needs, as well as feasibility of a state initiative.
- **Mission/Goals of RFW:** FORTE's mission is to help support the workforce and create a stronger community through outreach to businesses on recovery friendly workplace topics.
- **Describe the RFW:** Through a U.S. Department of Labor grant from the Florida Department of Economic Opportunity (DEO), FORTE has focused on regional outreach to businesses, to educate them on the crisis, plus supporting individuals affected by the crisis and those interested in careers supporting recovery. The program addresses prevention efforts, including opioid education. Diversity, equity, and inclusion are key priorities, and people with lived recovery experience are instrumental in all decision making. The HR Training created through the funding received the Pinnacle Award – a national award – from the Society for Human Resources Management (SHRM).
- **Funding of RFW:**
 - **Federal funding:** FORTE is using funds from a USDOL grant, active until 2024.
 - **State funding:** The State of Florida supports FORTE through workforce budgeting.
 - **Local government funding:** This source is variable.

ILLINOIS

NUMBER OF RESPONSES: 1

Recovery Friendly Workplace Illinois

Contact information: Stephanie Englund, Director, stephanie@recoveryreadycommunity.com

Website: www.recoveryreadycommunity.com

Toolkit: No - This is in process, we have developed training curriculum and will have that modified into an official Illinois RFW toolkit.

- **Stage of development:** Nonprofit or government funding: Recovery Friendly Workplace Illinois (RFW Illinois) is an established program administering a Recovery Friendly Workplace Program. RFW Illinois has engaged with employers, human resources organizations, and chamber groups to introduce the program. The program has trained employers and has designees. Currently, designations come from

the RFW program; however, RFW Illinois is working with Senator Laura Fine (D-IL) and Representative Maurice West (D-IL) to formally fund RFW Illinois and support capacity for statewide expansion. RFW Illinois established a website and social media presence at the beginning of 2022. An evidenced-based curriculum has been completed and peer reviewed. A budget and budget narrative have been completed and sent for review to Representative West. RFW Illinois holds an annual recovery conference during National Recovery Month called Recover-Con, which most recently took place on September 23 and 24, 2022. The 2022 event included a Recovery Friendly Workplace panel with RFW reps from Nevada, New Hampshire, Colorado, and Illinois, with policy advocate Jud DeLoss, CEO of Illinois Association of Behavioral Health (IABH), and local designated employers invited to discuss the initiative on a moderated panel. Additionally, RFW Illinois is working to have the curriculum certified through Society of Human Resource Management (SHRM) and Illinois Alcohol and Other Drug Abuse Professional Certification Association, Inc. (IAODAPCA).

- **Mission/Goals of RFW:** The Illinois Recovery Friendly Workplace Initiative, launched officially as RFW Illinois in September 2021, is a new statewide campaign that aims to promote individual wellness by empowering workplaces to provide support for people recovering from substance use disorder. The initiative was created in response to the growing number of people in Illinois who are recovering from addiction, and it seeks to create a culture of recovery in the workplace. According to the Substance Abuse and Mental Health Services Administration, there are more than 23 million Americans who need treatment for a substance use disorder – over 20 million of whom are employed – but only 10% receive adequate care. This campaign seeks to change that percentage by providing employers with tools to create a supportive environment for employees in recovery.
- **Describe the RFW:** In August 2019, Stephanie Knight Englund, LMSW, CADC, started the Business Roundtable with other specialists who wanted to help individuals in recovery overcome employment obstacles. The objective was to support people in recovery through working with agencies and organizations to provide training, education, and assistance for successful employment. The Business Roundtable started meeting monthly and developing an action plan. The first step was to survey members and gain an understanding of what employers are looking for in candidates with criminal backgrounds, as well as what kind of assistance they need from government agencies and nonprofits to understand these candidates' backgrounds and connect them to available resources. Employers also noted they need assurances that the candidate is a good fit for the job and the company culture. The Business Roundtable later combined with Project OPEN on a Health Resources and Services Administration (HRSA) grant, to pool resources and knowledge to benefit the community.

Today, Recovery Friendly Workplace Illinois has paid full-time staff and an advisory board made up of government representation, labor organizations, businesses and employers, public health organizations, treatment programs, recovery organizations, prevention programs, academic institutions, occupational health and safety professionals, and health professionals. RFW Illinois has reached out to over 100 employers from construction, transportation and warehousing, healthcare and social assistance, education, public safety, retail, accommodations and food service, and utilities. Examples of outreach include presenting on “Warm Handoff Introductions,” presentations to employer membership organizations to achieve broader reach, emails and phone calls with employers, and Zoom meetings for orientation to the RFW Illinois initiative. RFW Illinois has also conducted community programs, including orientation trainings, followed by four sequential, consolidated trainings on substance-use disorder, recovery, community resources, and state and local regulations including the Americans with Disabilities Act, drug testing, and policy recommendations for building the RFW program within an organization.

RFW Illinois places individuals in jobs and provides recovery support. RFW Illinois provides trainings to employers, supervisors, workers, and community members. RFW Illinois annually provides basic health and safety training; recovery-supportive or -friendly training; and substance-use prevention training. RFW Illinois established criteria for employers to become designated as a Recovery Friendly Workplace. RFW Illinois prevention training includes workplace stress prevention, opioid education, workplace stress management, worker mental health programs, risks and protective factors, and access to drug and alcohol and mental health treatment resources and benefits, as well as ways to combat stigma, reform punitive drug and alcohol policies, and overcome adverse childhood experiences.

Diversity, equity, and inclusion are key priorities for RFW Illinois. Black and indigenous people, people of color, LGBTQIA, people with different abilities, and those with lower incomes, immigrant status, and lived recovery experience are instrumental in all decision making. Policy creation and training development undergoes review by diverse decision-makers. Additionally, RFW Illinois trains employers and the workforce on ways to address unconscious bias in the workplace and create a more inclusive environment for all. RFW Illinois' training includes the multiple pathways to recovery, including cultural-focused recovery groups such as Wellbriety, a culturally based healing for indigenous people, and Lost Dreams Awakening Ubuntu Recovery.

■ **Funding of RFW:**

- **State funding:** Substance Use Prevention and Recovery (SUPR); \$52,600 for 1 year; 1 full-time staff member.
- **Pass-through funding:** Project OPEN is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$1,200,000; \$24,000 for 6 months; 1 full-time staff member.
- **Applying for other funding:** SAMHSA BCOR Grant - NOFO Number TI-22-014 - Catalog of Federal Domestic Assistance (CFDA) Number 93.243. The anticipated award amount is up to \$300,000 per year per award, with a project length of up to three years.

- **Successes in RFW:** We recently completed orientation and training “Introduction to SUD” to our newest designated RFW, Ken Nelson Auto Group, and the owner commented during the orientation: “why wouldn’t we become Recovery Friendly?” In conversations, human resources and business owners have shared that they become ad hoc counselors for their employees who are struggling, but do not know how to help, what to say, or where to turn for immediate assistance.

Recently, one RFW-certified employer reached out to RFW Illinois about an employee who had requested help for a drug-use problem. With RFW Illinois assistance with logistics and FMLA paperwork, the employer was able to connect the employee to a detox program the same day and bring the employee back onto the job successfully a month later.

Boots on the ground and passion are central to the work of RFW Illinois. Englund’s involvement with local providers and crisis response allows the program to take intervention action immediately when an employee is most at risk.

■ **Challenges in forming RFW:**

- **Employer buy-in:** While the program's reception has been positive, some local work sites are required to seek approval from out-of-state headquarters, slowing the adoption of RFW and employer declarations.
- **Employer capacity:** Many employers are below 60% of full employment, which means there is little time for scheduling trainings not related to immediate business needs.
- **Government buy-in:** This process can take time and patience.
- **Funding:** Grant funding may be unsustainable for the long term, however, it is a necessary part of a sustainable, layered funding approach.
- **Stigma:** Some employers are hesitant to disclose internal issues and are unprepared to accept that an RFW program is a best practice to support mental health and substance-use disorder recovery in the workplace.
- **Other:** As the director, Englund started this project initially as a passion project on the side, as a means to support direct-care clients gaining access to employment. The project was only recently allotted leftover funds from Project OPEN to pay a small stipend to focus efforts on RFW. Englund is responsible for all tasks including, developing curriculum, facilitating trainings, contacting employers, meeting with legislators, posting on social media, and assisting employees to residential treatment. More funding is desperately needed so that the RFW Illinois budget can expand to Illinois' 102 counties!

- **One thing that would help their RFW:** The curriculum should be certified through Occupational Safety and Health Administration (OSHA), Society for Human Resource Management (SHRM) and Illinois Alcohol and Other Drug Abuse Professional Certification Association, Inc. (IAODAPC). This would broaden the reach and allow the program to offer continuing education credits to attendees, providing additional motivation.

INDIANA

Indiana Workforce Recovery Employer Guidelines (found in online search)

Website: <https://www.in.gov/recovery/employers/>

KENTUCKY

Kentucky Transformational Employment Program (found in online search)

Website: <https://kentuckycomeback.com/ktep/>

MAINE

NUMBER OF RESPONSES: 3

(No Name Listed)

Contact information: Linda MacKenzie, Health Resources and Services Administration (HRSA)/ Rural Communities Opioid Response Program (RCORP) grant project manager, lmackenzie@rfg.net

- **Stage of development:** Contemplative: A group is forming, to begin considering options.
- **Funding of RFW:**
 - **Federal funding:** the Health Resources and Services Administration (HRSA)/ Rural Communities Opioid Response Program (RCORP) has provided \$1 million for a three-year grant, supporting two full-time staff and two part-time staff.
 - **State funding**
 - **Local government funding**
- **One thing that would help their RFW:** Funding from the State of Maine, plus structures and guidance like those provided in New Hampshire, would be helpful.

(No Name Listed)

This group has no formal title yet, but is an expansion of two programs created by other prevention partners: the Youth Employee Assistance Project (YEAP) and WorkBase, a not-yet-published initiative from Bangor Public Health.

Contact information: Ellen Blake, Public Health Educator / Prevention Specialist,
ellen.blake@maine.gov

- **Stage of development:** Informal program: The founding group is starting to meet regularly to develop strategy. They have a toolkit draft to provide substance-use prevention at work, to workplaces more inclusive and, therefore, recovery friendly. While work continues on these initiatives, the group aims to coordinate with a Maine community of practice on other efforts in the state.
- **Mission/Goals of RFW:** The group's goal is to produce a toolkit for state-level leadership on creating healthy workplaces that perpetuate acceptance and substance-free functioning.
- **Funding of RFW:**
 - *Federal funding*

Maine Recovery Friendly Workplace Initiative

Contact information: Mark Lefebvre, Director of Community Engagement,
mark@pinetreeinstitute.org

Toolkit: Initiative plans include the development of toolkits In the future.

- **Stage of development:** Informal Program: We are starting to meet regularly to develop strategy.
- **Mission/Goals of RFW:** Maine Recovery Friendly Workplace Initiative has completed a planning phase in which the initiative assessed statewide needs and made a recommendation to the governor's Director of Opioid Response for statewide rollout. The initiative's goal is to use a model similar to a "coalition of hubs." In this model, a statewide Community of Practice will drive the RFW program at the community level, to ensure adherence to a common framework. The selected program is specifically inclusive of traditionally underserved populations, including LGBTQ, BIPOC, APAC, indigenous, justice-involved, veterans and women with children.
- **Describe the RFW:** Maine Recovery Friendly Workplace Initiative is a combined effort between the governor's office, business leaders, local government, and recovery community organizations (RCOs). The Maine RFW Initiative will eventually employ paid full-time staff and paid part-time staff. The Maine RFW Initiative has an advisory board made up of government representation, labor organizations, businesses and employers, professionals, the Maine Prisoner Re-Entry Network (MPRN), the district attorney, and Chambers of Commerce.

Maine RFW Initiative has reached out to employers – including those in accommodations and food service, manufacturing, and commercial fishing – and labor organizations and has conducted community programming. The initiative provides training to employers, supervisors, workers, and the

community and connects workers with jobs. Maine RFW Initiative contracts with another organization to provide workers with recovery support and peer support services. The initiative will eventually roll out statewide criteria for employers to become designated as recovery friendly workplaces. Maine RFW Initiative addresses prevention efforts, including opioid education, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, stigma, reform of punitive drug and alcohol policies, adverse childhood experiences, and risks and protective factors.

Diversity, equity, and inclusion are key priorities for Maine RFW Initiative. Black and indigenous people, people of color, LGBTQIA, people with different abilities, and those with lower incomes, immigrant status, and lived recovery experience are instrumental in all decision making. Policy creation and the development of trainings and toolkits undergo review by diverse decision-makers.

■ **Funding of RFW:**

- **Private grant funding:** Maine Health Access Foundation awarded the initiative \$10,000 for the duration of six months, which helps employ one part-time staff member.
- **Applying for funding:** The State of Maine

■ **Successes in RFW:** The community and employers are actively showing interest in the initiative.

■ **Challenges in forming RFW:**

- **Funding:** The wait time for state Requests for Proposals to conduct pilot and eventual statewide roll-out has been a challenge.

■ **One thing that would help their RFW:** A release of funds from the state would help the initiative.

MARYLAND

NUMBER OF RESPONSES: 1

The Maryland Department of Labor Recovery Friendly Workplace pilot program

Contact information: Casey Tiefenwerth, Special Grants Program Manager,
casey.tiefenwerth1@maryland.gov

- **Stage of development:** The Maryland Department of Labor (MD Labor) submitted an RFW proposal to be included in the Maryland Department of Health's SOR3 application and was awarded funding in 2023. MD Labor will spend the first six months of the two-year period of performance meeting with stakeholders and preparing to promote the program to employers.
- **Describe the RFW:** Maryland Recovery Friendly Workplace is a pilot program in its early planning stages, initiated by the Maryland Department of Labor and Maryland Department of Health,

Behavioral Health Administration. MD Labor provides the administrative oversight of this program. Maryland has selected three pilot sites, two American Job Centers (AJCs) and one Local Department of Health to launch the pilot in largely rural parts of the state that have been significantly impacted by the addiction and overdose crisis. Each pilot site will hire one Certified Peer Recovery Specialist (CPRS) to serve as a liaison with employers and a resource for employees. At the AJCs, the CPRS will also assist job-seekers who self-identify as being in recovery to navigate AJC services.

Maryland has created an advisory council made up of government representatives from the Departments of Health, Commerce, and the Opioid Operational Command Center. Council members also include academic researchers from the University of Maryland and will include other stakeholders in the future. Maryland's Recovery Friendly Workplace pilot is developing criteria for employers to be designated as recovery friendly workplaces based on criteria made publicly available by New Hampshire and Rhode Island.

■ **Funding of RFW:**

- **Federal funding:** The program receives SOR3 funding

MASSACHUSETTS

NUMBER OF RESPONSES: 1

Recovery Ready Workplace

Contact information: Ramona Rivera-Reno, Executive Director Reentry & Recovery Program, reno@masshireholyoke.org

Website: <https://masshireholyoke.org/the-recovery-ready-workplace>

Toolkit: <https://masshireholyoke.org/the-recovery-ready-workplace/the-basics-of-the-recovery-ready-workplace>

- **Mission/Goals of RRW:** The mission of the Recovery Ready Workplace Initiative is to create a culture of advocacy, education, and support for employers and employees who have been impacted by substance use and addiction. The goal is to replicate our model, developed in western Massachusetts, throughout the state via the workforce system.
- **Stage of development:** Nonprofit or government funding: the Recovery Ready Workplace (RRW) initiative is an established program. The beginning stages of the program were developed through a partnership between MassHire Holyoke (MHH) and Advocates for Human Potential (AHP). Since MassHire Holyoke launched the RRW in March of 2022, the community response has been overwhelmingly positive. The in-person RRW launch attracted 75 people, including employers from property management, construction, transportation, warehousing, health care and social services, education, retail, hospitality and food services, the City of Holyoke, and local and state legislators. While continuing to engage with businesses locally, RRW is developing a plan to roll out this initiative

across Massachusetts. The statewide public workforce development system, rebranded as MassHire in 2018, cultivates employer relationships at the local level, via its recruitment and training service menu, and is therefore well-positioned to support RRW activities and serve as the contact point for a statewide effort. There are 23 MassHire Career Centers across 15 regions in the commonwealth.

- **Describe the RRW:** Recovery Ready Workplace (RRW) was established by labor organizations and not-for-profit (non RCO) organizations. The RRW initiative is operated by MassHire Holyoke's Reentry & Recovery Program. The initiative employs a staff of 12 with two people dedicated full time to this effort and the remaining staff supporting as needed. RRW offers employers training, resources, and concrete and evidence-based guidelines for workplace policies and structures. The program conducts advocacy through marketing and public relations events to engage employers and community members. RRW developed an orientation that describes the benefits to employers, including a cost analysis and workplace safety. Once an employer has pledged to commit to becoming a recovery friendly workplace, the RRW initiative establishes recovery-supportive work environments customized to an individual employer's scope and structure, plus offers as-needed training that provides an overview of addictions and the effects of stigma. The RRW model includes an employer implementation toolkit to assess the current situation and plan ongoing activities. RRW follows up with employers quarterly and provide an annual review to evaluate progress.
- **Funding:** A U.S. Department of Labor Employment and Training Administration grant, awarded in 2020 to address the opioid crisis, provided RRW's initial funding. This funding enabled Recovery Ready Workplace's program design, marketing, training, and March 2022 launch. RRW's newest initiative, Pillars of the Community Workforce, funded by the Executive Office of Housing and Economic Development's Community Empowerment and Reinvestment Grant Program will allow RRW to expand its recovery-centered program. A partnership between MassHire Holyoke (MHH), Advocates for Human Potential (AHP), and Choice Recovery supports RRW's ongoing development, with all currently offering in-kind services until more funding is secured.
- **Success in RRW:** Currently, 16 businesses and organizations have taken the pledge to become recovery ready workplaces, including the City of Holyoke, Hampden County Sheriff's Department, and Housing Management Resources, which operates in 13 states. Many others have expressed interest or are in the beginning stages of the process. RRW is currently formalizing a community advisory board that will include businesses, legislators, community partners, recovery coaches, and people in recovery who have guided the RRW initiative's development.. Local legislators, including Senator John Velis, Senator Adam Gomez, and State Representative Patricia Duffy, have joined the board.

■ Challenges in forming RRW:

- **Employer buy-in:** Many employers support employees' recovery but do not condone marijuana, although recreational marijuana is legal in Massachusetts.)
- **Employer capacity:** RRW designs plans based on each employer's situation, since smaller and larger businesses have different needs. However, this can make it difficult for RRW to quantify use of staff time and materials.
- **Worker awareness:** It is challenging to break down the stigma surrounding addiction and substance-use disorders among both employees and employers, as well as the community at large.
- **Funding:** Relying on grant funds requires RRW to piece the program together.
- **Stigma:** Stigma presents a challenge because many believe substance-use disorder (SUD) is not a disease, but a choice, and therefore viewing SUD as a disgrace.

- **One thing that would help their RRW:** Securing the funding to roll out this initiative across all 23 MassHire centers in 15 regions of the state, which work with thousands of employers and job seekers, would help RRW make a great impact on the communities it serves through its 23 career centers.

MICHIGAN

NUMBER OF RESPONSES: 2 (1 WAS ANONYMOUS)

Michigan Recovery Friendly Workplace

Contact information: Nicki Gabel, Program Manager, ngabel@mphi.org

Website: In the development process.

Toolkit: In the development process.

- **Stage of development:** MPHI–Center for Health Equity Practice recently received funding from the Michigan Department of Health and Human Services from the SAMHSA SOR Grant 3 to initiate a statewide Recovery Friendly Workplace program starting October 1, 2022. Prior to this, the regional collaborative team Southeast Michigan Alliance for Addiction-free Communities was working to create education for employers on substance-use disorder and reviewing surrounding state initiatives to model. Michigan RFW is in the process of replicating the New Hampshire model and modifying it for Michigan; building an MI RFW website; engaging a RFW taskforce to inform and drive the initiative; and conducting an environmental scan for the state.
- **Mission/Goals of RFW:** The goals of Michigan RFW are: 1) Educate employers on SUD and recovery, to support employees and their families, 2) reduce stigma associated with SUD and recovery, and 3) support those in recovery in their desires to find employment and lead fulfilling lives of their choosing.

- **Describe the RFW:** The Michigan RFW initiative applied with the Department of Health and Human Services to be included in the SAMHSA State Opioid Response grant to fund the program. As part of that grant, Michigan RFW is 1) convening a RFW Michigan taskforce comprised of employers, SUD providers, and individuals in recovery to guide the work; 2) building a MI RFW website providing resources and access to RFW employer information; 3) developing trainings for employers on substance-use disorder, stigma, risks, protective factors, pain management alternatives, access to drug and alcohol and mental health treatment resources, and benefits; 4) developing a marketing strategy for outreach across the state; 5) developing a repository of MI RFW employers; and 6) hosting a yearly RFW educational symposium. Diversity, equity, and inclusion are key priorities for MI RFW. Black and indigenous people, people of color, LGBTQIA, people with different abilities, as well as people with lower incomes, immigrant status, and lived recovery experiences are instrumental in all decision making. Additionally, toolkits, trainings, and marketing campaigns are reviewed by diverse stakeholders and health-equity consultants, to ensure all products are created with a health-equity lens.
- **Funding of RFW:**
 - **Federal funding:** MI RFW is funded by federal SOR Grant (SAMHSA) funding for two years; state funding through the Michigan Department of Health & Human Services.
- **Challenges in forming RFW:**
 - **Funding:** MI RFW sought funding from several resources prior to obtaining state funding. The program will need additional funding to sustain it past the end of the two-year grant cycle.
- **One thing that would help their RFW:** Sharing of editable assets and toolkits; collaboration opportunities with other states for best practices; strong employer participation; state support for outreach efforts; connections with new partners across the state to build a lasting structure; and additional funding would all help MI RFW.

MINNESOTA

NUMBER OF RESPONSES: 1

Minnesota Employer Toolkit

Contact information: Dana Farley, Drug Overdose Prevention Unit Supervisor,
dana.farley@state.mn.us

Toolkit: <https://www.health.state.mn.us/communities/opioids/communities/employertoolkit.html>

- **Stage of development:** Contemplative: A group is coming together to start thinking about options.
- **Describe the RFW:** The Minnesota Employer Toolkit was created by a not-for-profit in conjunction with Minnesota Business Partnership and Minnesota Department of Health.

MISSOURI

NUMBER OF RESPONSES: 1

Recovery Friendly Workplace–MO

Contact information: Ann Marie McCauley, Director, Rural Opioids Technical Assistance Project
mccauleya@missouri.edu

Website: <https://www.recoveryfriendlymo.com>;
<https://extension.missouri.edu/programs/community-health/recovery-friendly-workplace>

Toolkit: Our toolkit is available on our website.

- **Stage of development:** Nonprofit or government funding: Recovery Friendly Workplace–MO is an established program administering a Recovery Friendly Workplace program. The program has a well-developed website and training curriculum for businesses, and is recognizing businesses with the state recovery friendly designation.
- **Mission/Goals of RFW:** To provide training, education, and technical assistance to businesses and communities so they may become designated as a recovery friendly workplace.
- **Describe the RFW:** Recovery Friendly Workplace–MO was initiated by a not-for-profit and the University of Missouri. Full-time staff members run the program. RFW-MO has conducted outreach to over 200 employers, including in the construction, transportation and warehousing, health care and social assistance, education, public safety, retail, accommodations and food service, other service sectors, as well as agriculture, forestry, fishing and hunting, mining, quarrying, oil and gas extraction, and utilities. RFW-MO has held statewide community conversations with employers via livestream. RFW-MO has also held numerous workshops, webinars, and trainings in local communities and reached out to labor organizations during local community conversations across the state. RFW-MO offers training to employers, supervisors, workers, and the community. The training, which is available on the website, includes information on basic health and safety, recovery supportive and friendly workplaces, and substance-use prevention. RFW-MO has developed criteria for an employer to be designated as a recovery friendly workplace. Prevention programming includes opioid education and stigma. Diversity, equity, and inclusion are key priorities for RFW-MO. Black and indigenous people, people of color, and people with lived recovery experience are instrumental in all decision making. Training is reviewed and conducted by diverse stakeholders.
- **Funding of RFW:**
 - **Federal funding:** Recovery Friendly Workplace–MO is utilizing a Rural Opioid Technical Assistance (ROTA) grant from SAMHSA, which amounts to \$1 million for duration of two years, with a one-year no-cost extension. The grant enables employment of one full-time staff member and five part-time staff members.
- **Successes in RFW:** RFW-MO successes include the training and designation process developed, the businesses that have already become designated, and the inclusion of various entities and partners.

■ **Challenges in forming RFW:**

- *Government buy-in:* RFW-MO is just now beginning to work on obtaining government buy-in.

■ **One thing that would help their RFW:** Training and ideas for involving the governor and legislators would be beneficial for RFW-MO.

MONTANA

NUMBER OF RESPONSES: 1

Recovery Friendly Workplace Montana

Contact information: Shannan Sproull, Project Manager, shannan@missoulaunitedway.org

- **Stage of development:** Preparation/Action: Recovery Friendly Workplace Montana has an advisory committee and lead committed, materials under development, informal presentations about the concept of RFW occurring, and informal outreach to businesses underway. The Montana program plans to implement RFW in at least six businesses during 2023.
- **Describe the RFW:** Recovery Friendly Workplace Montana is an initiative rooted in the collaboration of United Way of Missoula County and the Missoula City-County Health Department. Currently, United Way has taken the lead in launching the initiative, working in collaboration with an advisory board that includes public health prevention, employment services, occupational health or safety and health professionals. The Montana program plans to provide training on basic health and safety; substance-use prevention; identifying substance use, misuse, and addiction; and recovery supportive and friendly workplaces, as well as community resources.
- **Funding of RFW:** United Way of Missoula County received a \$5,000 OD2A (Overdose Data to Action) state grant to help launch the initiative. Successes in RFW: Receiving start-up funding; the positive reception from people we have presented the idea to; garnering interest from local leaders were all successes.
- **Challenges in forming RFW:**
 - *Other:* Recovery Friendly Workplace Montana is facing challenges of funding and their current workgroup's capacity.
- **One thing that would help their RFW:** Recovery Friendly Workplace Montana would benefit from collaboration, learning, and support from other, more established RFWs.

NEBRASKA

NUMBER OF RESPONSES: 1

Nebraska Recovery Friendly Workplace Initiative

Contact information: Brenda Moes, DBH OCA Administrator, brenda.moes@nebraska.gov

- **Stage of development:** Informal program: A team is starting to meet regularly to develop strategy.
- **Mission/Goals of RFW:** The Nebraska Recovery Friendly Workplace Initiative has gathered a workgroup and will have Nebraskans involved in the group weigh in on the forthcoming mission and goals.
- **Describe the RFW:** Brenda Moes of the State of Nebraska recently started the Nebraska Recovery Friendly Workplace Initiative. Moes created this program to help guide decision making and solicit Nebraskans' feedback on RFW needs. The program will be operational soon. The Department of Behavioral Health Director approves of this initiative, and it is a part of the strategic plan. So far, a workgroup has met two times to start providing suggestions.
- **Funding of RFW:**
 - *Federal funding*

NEVADA

NUMBER OF RESPONSES: 2 (1 WAS AN IN-PERSON INTERVIEW WITH SAMANTHA STEELE)

NV Recovery Friendly Workplace Initiative

Contact information: Ana Maria Hernandez, NV RFW Ambassador, ahernandez@forrecovery.org

Website: <https://forrecovery.org/workplace/>

- **Stage of development:** Nonprofit or government funding: NV Recovery Friendly Workplace Initiative is an established program administering a Recovery Friendly Workplace program.
- **Mission/Goals of RFW:** NV Recovery Friendly Workplace Initiative's mission is to promote individual wellness by creating work environments that further the mental and physical well-being of employees, proactively preventing substance misuse and supporting recovery from addiction in the workplace and the community. The initiative's goals are to empower employers to implement recovery friendly practices within the workplace, support employees and their families in recovery, and support those impacted by substance-use disorder (SUD) and mental health challenges. Confronting the stigma of addiction and fostering a culture of recovery will help save lives and strengthen families.

- **Describe the RFW:** The Nevada Recovery Friendly Workplace Initiative is a state-funded initiative and represents a collaboration between the Nevada Foundation for Recovery, the Department of Health and Human Services, and the Department of Welfare and Supportive Services. The program employs four full-time employees: a director, two geographical area ambassadors, and a designation coordinator. The Nevada RFW Initiative advisory board includes representation from labor organizations, businesses and employers, public health organizations, recovery organizations, treatment programs, prevention programs, and occupational health or safety and health professionals. The Nevada RFW Initiative has conducted outreach with over 100 employers in multiple sectors, including utilities, construction, transportation, warehousing, health care, social assistance, education, public safety, retail, hospitality, accommodations, food service, other service industries.. Nevada RFW Initiative has conducted approximately 30 community programs, has collaborated with labor organizations, and placed 20 workers into jobs in the first three months of its job placement program. Workers are provided with recovery support and peer services. The Nevada RFW initiative has developed a toolkit, which will be available online in the future, and criteria employers must meet to be designated as a recovery friendly workplace. The Nevada RFW Initiative provides training to employers, supervisors, workers, and the community on suicide prevention, mental health awareness, mental wellness, stigma, overdose prevention, and other topics. . The Nevada RFW Initiative prevention program includes workplace stress prevention and management, workplace injury prevention, opioid education, pain management, alternatives education, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, and assistance coping with adverse childhood experiences, reform of punitive drug and alcohol policies, and risks and protective factors. Diversity, equity, and inclusion are key priorities for Nevada Recovery Friendly Workplace Initiative. Black and indigenous people, people of color, LGBTQIA, people with different abilities, and those with lower incomes, immigrant status, and lived recovery experience are instrumental in all decision making. NV Recovery Friendly Workplace Initiative also hires Spanish-speaking people to connect with the local community.
- **Funding of RFW:**
 - **State funding:** Nevada RFW Initiative receives state general funds from the Department of Health and Human Services totaling \$250,000 per year. Four full-time staff members are paid through this funding source.
- **Successes in RFW:** Nevada Recovery Friendly Workplace Initiative has enjoyed support from the business community, because organizations are beginning to understand the importance of the RFW movement. The initiative has been able to assemble support kits, which include naloxone and information on how to get help, to provide to businesses for employee breakrooms.
- **Challenges in forming RFW:**
 - **Employer Capacity:** Casinos are major employers in Nevada, however casino operators are very busy and implementation of a RFW program can take 8-10 months, making it difficult for casino operators to complete the process.

NEW HAMPSHIRE

NUMBER OF RESPONSES: 1

Recovery Friendly Workplace

Contact information: Samantha Lewandowski, Program Director,
sam@recoveryfriendlyworkplace.com

Website: recoveryfriendlyworkplace.com

Toolkit: https://www.recoveryfriendlyworkplace.com/sites/default/files/2018-10/RFW_Employer_Packet_part1.pdf

- **Stage of development:** Nonprofit or government funding: Recovery Friendly Workplace – New Hampshire is an established program administering a Recovery Friendly Workplace program and is the original statewide RFW model. The initiative launched in March of 2018 and was fully operational by the beginning of 2019. Currently, over 315 workplaces participate in the initiative. have connected with over 30 entities spanning 25+ states around their RFW-related efforts.
- **Mission/Goals of RFW:** Recovery Friendly Workplace – New Hampshire's (RFW NH) mission is to provide businesses with the tools, resources, and support needed to create a Recovery Friendly culture that helps business and employees flourish. RFW NH's values include being evidence-based, innovative, grounded in lived experience, and collaborative. Its 2021-2022 focus areas were satisfied workplaces, supported employees, strategic growth, workforce development support, and a sustainable model, including expanding RFW as a national movement. The program also has a new strategic plan in place.
- **Describe the RFW:** RFW NH was a Governor's initiative and is now run by a paid, full-time staff. RFW NH has an advisory committee made up of government representation, businesses and employers, public health organizations, treatment programs, prevention programs, academic institutions, occupational health or safety and health professional, and health care organizations. Diversity, equity, and inclusion are paramount in the forming of the advisory committee. RFW NH has conducted outreach with a variety of sectors, including construction, transportation, warehousing, health care, social assistance, education, public safety, retail, accommodations, food service, other service industries, utilities, and nonprofits. RFW NH has 315 workplaces participating in the program and contracts with an outside organization to provide peer support for workers. RFW NH offers training to employers, supervisors, workers, and the community. RFW NH has developed an orientation packet which includes the criteria for employers to be certified recovery friendly workplaces as designated by the State of New Hampshire. RFW NH helps employers evaluate work-related risk factors that may contribute to initiation of substance use, through education and training on workplace stress prevention and management, workplace injury prevention, opioids, pain management alternatives, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, stigma, adverse childhood experiences, risks, protective factors, and ways to reform punitive drug and alcohol policies RFW NH focuses heavily on stigma reduction, but seeks to focus more on injury prevention and pain-management alternatives. Diversity, equity, and inclusion are key priorities for RFW NH and the program seeks continual growth in these areas. The program is

exploring translating some materials into Spanish and is seeking opportunities for additional outreach to BIPOC-owned businesses. The program strives to have diverse representation on its expanding advisory council. Decision-making begins with the staff, then proceeds to the advisory council, which interfaces with the governor's office.

Of note, RFW NH founded a community of practice with over 80 members to learn from New Hampshire's best practices. RFW NH's collaborative culture has aided many RFW programs around the country to get started and gain momentum.

■ **Funding of RFW:**

- **Federal funding:** The U.S. Department of Labor, U.S. CARES Veterans and Family Support System, and American Rescue Plan support RFW NH financially.
- **State funding:** RFW NH receives \$450,000 a year from the Governor's Commission on Alcohol and Other Drugs, however the SFY23 budget will be closer to the \$450,000-\$500,000 range, due to unused funds. Five full-time staff members and one part-time staff member are supported through these funds. RFW NH is currently applying for New Hampshire Opioid Abatement Funds.
- **Local funding:** The Kamik5K Run/Walk has named RFW NH as a beneficiary, which brings in a few thousand dollars for an unrestricted period of time.

■ **Successes in RFW:** The Recovery Friendly Workplace – New Hampshire team leadership considers the dedication of the team and the participating employers a success. The team often hears stories about the positive impact this work is having, including saving a life!

■ **Challenges in forming RFW:**

- **Employer buy-in:** Recovery Friendly Workplace – New Hampshire has benefitted from solid employer buy-in overall, thanks to staff and partners who are skilled at connecting with employers and finding messages that resonate with them. However, gaining buy-in still requires a lot of effort.
- **Employer capacity:** The COVID-19 pandemic has presented great challenges, as employers are struggling to remain operational. Trying to take on extra projects can feel overwhelming, even though they may understand approaches like RFW can ultimately help with capacity.
- **Worker awareness:** Awareness of an RFW program can take time to trickle down from management or leadership to the employees.
- **Funding:** Recovery Friendly Workplace – New Hampshire has enjoyed adequate funding, although the uncertainty that comes with one- and two-year grant cycles can be a challenge.
- **Stigma:** RFW NH has found that, unfortunately, stigma, misinformation, and lack of awareness can prevent even more workplaces from joining the RFW community.

■ **One thing that would help their RFW:** Recovery Friendly Workplace – New Hampshire would benefit from more sustained funding, which would lend more stability than one- and two-year grant cycles allow, and from additional funding for hiring more staff to support national efforts.

NEW MEXICO

NUMBER OF RESPONSES: 1

Recovery Friendly Workplaces of NM

Contact information: Lorie Guthrie, Founding Director, recoveryfriendlywp@gmail.com

Website: www.recoveryfriendlyworkplacesnm.org

- **Stage of development:** Nonprofit or government funding: Recovery Friendly Workplaces of NM is an established program administering a Recovery Friendly Workplace program and is currently recruiting businesses to fill five slots in a pilot program launching soon.
- **Mission/Goals of RFW:** Recovery Friendly Workplaces of NM's (RFW NM) mission is to provide employment for those with substance-use disorders who are in recovery. The initiative will recruit businesses to hire individuals who have completed recovery programs and the businesses will provide paid time during the work week for the employee to receive support for continued recovery. The initiative will provide continuing education, advice, and other resources as needed to help businesses. RFW NM's goals are to add successful recovery friendly workplace programs to five businesses each year for five years and to have recovery friendly workplace businesses in each county in New Mexico in five years' time.
- **Describe the RFW:** RFW NM is a not-for-profit initiative. RFW NM connects workers with jobs, plus contracts with another organization to provide workers with recovery support. RFW NM plans to offer training programs for employers, businesses, supervisors, and workers. Additionally, RFW NM has developed criteria for employers achieve designation as a RFW. The initiative has conducted outreach with several employers in construction, transportation and warehousing, accommodations, and food service. RFW NM has conducted community programs and attended a Hispanic Chamber of Commerce ribbon cutting. Diversity, equity, and inclusion are key priorities for RFW NM. People with lived recovery experience are instrumental in all decision making and diverse decision-makers review all policies created.
- **Funding of RFW:**
 - *Other funding:* RFW NM receives recurring private donations of \$155 per month and received a one-time donation of \$500 in June 2022.
- **Successes in RFW:** One RFW NM success is the depth of support from its Board of Directors.

■ **Challenges in forming RFW:**

- **Employer buy-in:** One challenge is that some businesses require employees to have a valid driver's licenses and be insurable. If employees has a DUI or other past felony on their records, the business will not hire them.
- **Government buy-in:** Since RFW NM is a new program, the government is not familiar with it. However, RFW NM leadership has a plan to have a bill presented at the state legislature to give Recovery Friendly Workplace businesses a tax credit for participating.
- **Funding:** Another challenge is the need to apply for more grants without the benefit of an on-staff grant writer.
- **Stigma:** While RFW NM leadership has encountered enthusiasm for the idea of recovery friendly workplaces, it is a challenge to move the initiative forward at a fast pace without large stakeholders.

- **One thing that would help their RFW:** The RFW NM initiative would benefit most from more funding. The initiative needs to hire a program director and a few advisors. RFW NM leadership has spent three years laying the groundwork for the initiative and is poised to move the program forward quickly, once funding is secured.

NEW YORK

NUMBER OF RESPONSES: 3

NYS Coalition to Prevent Addiction and Support Recovery in Employment (PARSE)

Contact information: Sarah Toledano, Assistant Director, NExT, stoledano@siena.edu; Jonathan Rosen jrosen396@gmail.com; Allison Weingarten aweingarten@michaeldbaker.com

Toolkit (if it exists): PARSE is currently establishing a toolkit.

- **Stage of development:** Contemplative: A group is coming together to discuss options.
- **Mission/Goals of RFW:** PARSE is committed to creating a network of recovery-supportive workplaces within New York State that actively develops resources for preventing substance use and addiction.
- **Describe the RFW:** The NYS Coalition to Prevent Addiction and Support Recovery (PARSE) is in its infancy. The coalition now coming together is a joint effort between not-for-profit organizations, academic institutions, and others, and the staff dedicates its time on an in-kind basis. The coalition has an advisory board made up of government representatives, labor organizations, businesses and employers, public health organizations, recovery organizations, treatment programs, prevention programs, academic institutions, and occupational health or safety and health professionals. PARSE has reached out to employers in a range of sectors, including construction, transportation,

warehousing, health care, social assistance, and education. The coalition plans to create a toolkit, to establish for employers to become designated recovery friendly workplaces, and to develop trainings for employers, supervisors, workers, and the community. The coalition will help employers and labor organizations evaluate work-related risk factors that may contribute to initiation of substance use. Then, the coalition will provide information and tools for workplace stress prevention and management, workplace injury prevention, opioid education, pain management alternatives education, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, stigma reduction, reform of punitive drug and alcohol policies, and risks and protective factors. Diversity, equity and inclusion are key priorities for PARSE. Black and indigenous people, people of color, LGBTQIA, people with different abilities, and those with lower incomes, immigrant status, and lived recovery experience are instrumental in all decision making. Policy creation and toolkit development undergo review by diverse decision-makers.

■ **Funding of RFW:**

- *Applying for funding:* PARSE is pursuing funding from New York State agencies such as the Department of Health, Office of Addiction Services and Supports, and Office of Mental Health.

■ **Successes in RFW:** PARSE has succeeded in bringing together many different kinds of people to form the coalition.

■ **One thing that would help their RFW:** PARSE would benefit most from funding.

Recovery Friendly Workplace Tax Credit

Contact information: Julia Fesko, Bureau Director, Workforce Development and Talent Management, Julia.Fesko@oasas.ny.gov

Website: <https://oasas.ny.gov/recovery-friendly-workplace-tax-credit>

■ **Stage of development:** Nonprofit or government funding: Recovery Friendly Workplace Tax Credit is an established program administering a Recovery Friendly Workplace Program. A program is in place, however, only a few businesses are taking advantage of the tax credit.

■ **Mission/Goals of RFW:** The goal of the Recovery Friendly Workplace Tax Credit is to offer up to \$2,000 per employee to businesses that hire employees who are in recovery.

■ **Describe the RFW:** The New York State Recovery Friendly Workplace Tax Credit was a governor's initiative. A paid, full-time staff member administers and manages this program, in addition to many others. The NYS Recovery Friendly Workplace Tax Credit has reached out to over 200 employers in construction, transportation, warehousing, health care, social assistance, retail, accommodations, food service, and other service industries. The Tax Credit program conducts community programs, connects individuals to jobs, and provides recovery support, in addition to connecting businesses to local Recovery Community Centers. The Tax Credit program provides training to employers and businesses, and works with businesses to access or provide the required training to be eligible for the tax credit. The project designates workplaces who qualify for the tax credit, but it does not currently have criteria for Recovery Friendly Workplaces.

■ **Funding of RFW:** The NYS Tax Credit program uses state funding.

■ **Challenges in forming RFW:**

- **Employer buy-in:** Employers are sometimes hesitant, for reasons related to confidentiality, to discuss the topic of recovery with employees.
- **Employer capacity:** Employers do not have the administrative capacity to administer another program, even for a tax credit.
- **Worker awareness:** The Tax Credit program is actively trying to find ways to galvanize workers to make businesses aware of the program.
- **Stigma:** A final challenge is combatting the stigma surrounding workers who are in early recovery and the misconception they are unable to be productive employees.

- **One thing that would help their RFW:** Reducing stigma about employees in recovery would help businesses feel comfortable pursuing the tax credit.

Put Recovery to Work - Recovery Friendly Workplace Project

Contact information: Kenneth Daly, Executive Director, ken@ginomacchiofoundation.com

- **Stage of development:** Nonprofit or government funding: Put Recovery to Work is an established project administering a Recovery Friendly Workplace program that has already placed individuals in employment. The project now has multiple funding sources and is expanding.
- **Describe the RFW:** The Put Recovery to Work – Recovery Friendly Workplace project was established by the Gino Macchio Foundation and is run by paid, full-time staff. The project offers training to employers, businesses, and the community via an annual all-encompassing program, and refers workers to general peer support when needed. The project has conducted outreach via mass mailing with over 100 employers in construction, transportation, warehousing, accommodations, food service, agriculture, forestry, fishing, and hunting. The project has also conducted community programs and reached out to labor organizations. The project follows criteria to be a recovery friendly workplace. The program addresses prevention efforts, including opioid education, access to drug and alcohol and mental health treatment resources and benefits, and stigma reduction.
- **Funding of RFW:**
 - **State funding:** Put Recovery to Work is awaiting approval for grant for \$1 million per year for five years, or \$50,000 to \$70,000 per participating town on an annual basis. This allows the project to employ four full-time and two part-time staff members.
 - **Private grant funding:** The project receives support from philanthropic organizations, in amounts ranging from \$10,000 to \$150,000 annually. The project receives donations of between \$25,000 and \$65,000 annually.
 - **The project is currently applying for \$750,000 and \$1,200,000 grants from federal and state sources.**
- **Successes in RFW:** The project staff members and partners have succeeded with their trainings.

■ Challenges in forming RFW:

- **Employer buy-in:** Getting the attention of decision makers presents a challenge.
- **Employer capacity:** Certain jobs are more affected by stigma and the employers offering those jobs must have the capacity to be sensitive to that dynamic.
- **Stigma:** Stigma presents a great challenge for the project.

NORTH CAROLINA

NUMBER OF RESPONSES: 1

Recovery Friendly NC

Contact information: Amanda Hooper, Director of Operations at Wilkes Recovery Revolution
ahooper@wilkesrecoveryrevolution.com

Website: www.recoveryfriendlync.com

Toolkit: <https://recoveryfriendlync.com/resources-and-details>

- **Stage of development:** Nonprofit or government funding: Recovery Friendly NC is an established program administering a Recovery Friendly Workplace program. The Wilkes County RFW program is fully funded and operational. The statewide program, Recovery Friendly NC, is in the informal program stage.
- **Mission/Goals of RFW:** Recovery Friendly NC's goals are to, (1) combat the stigma surrounding substance use and mental health challenges in the workplace; (2) connect employees with resources, training, and information regarding health, wellness, and safety; and (3) support employers in navigating the negative effects of substance use in the workplace.
- **Describe the RFW:** Recovery Friendly NC was initiated under a Recovery Community Organization, and Wilkes County has an equivalent of a full-time staff member, while the statewide program has a group of volunteers. The program has an advisory board which includes representation from government, businesses, employers, public health, recovery organizations, treatment programs, prevention programs, academic institutions, and occupational health or safety and health. The program has also conducted outreach with diverse industries, including construction, health care, social assistance, education, public safety, retail and other services, agriculture, forestry, fishing, and hunting. They have reached out to 10-49 employers and have conducted 10-49 community programs. The organization places people in jobs; however, this is done separately from the RFW program. In this way, Recovery Friendly NC keeps the individual in recovery centered in the placement services rather than the employer or workplace, which is the focus of RFW efforts. The program does offer peer support and recovery support to both employees and employers, though. The program offers trainings to employers, businesses, supervisors, workers, the community, and has developed a six-to-eight-hour RFW training and other trainings, such as CCAR Recovery Coach, Language Matters/ Messaging Training, eCPR (emotional CPR), Recovery Coach: A Harm Reduction Pathway, Harm

Reduction, and Narcan/Naloxone training. The RFW training includes basic health and safety training, recovery supportive or friendly training, and substance use prevention training.

The program also addresses prevention efforts, including workplace stress and injury prevention, opioid education, pain management alternatives education, workplace stress management, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, stigma reduction, reform of punitive drug and alcohol policies, support for adverse childhood experiences, and awareness of risks and protective factors. Diversity, Equity and Inclusion is the most important priority – they consider DEI to be synonymous with racial equity, and both are important to this work. Black and indigenous people, people of color, LGBTQIA, people with different abilities, and those with lower incomes, immigrant status, and lived recovery experience, in addition to other diverse communities, are instrumental in all decision making. Diverse decision-makers and stakeholders review policies and toolkits created, as well as review and conduct trainings. Appalachian State University has provided funding, student support, and a faculty advisor to support the organization and reviews DEI efforts across programming.

■ **Funding of RFW:**

- **Federal:** Appalachian Regional Commission supports Recovery Friendly NC at the federal level.
- **Private grant funding:** The Golden LEAF Foundation, a statewide educational attainment fund, and the Leonard G. Herring Family Foundation, a local organization, support Recovery Friendly NC. The program initially received around \$500,000 total across the three sources of funding, which supported a recovery community organization's formation, peer support specialists, educational attainment activities, transportation services, and RFW. –This funding lasts for two years, ending in December 2023. State McKinsey Settlement Funds will replace this with a small overlap in September. These funds support six full-time staff members and two part-time staff members.
- **Pass-through funding:** Sunrise Community for Wellness and Recovery in Asheville, N.C. supports the program with \$50,000 for one year, allowing the support of one full-time staff member.
- **Other funding:** The program receives funding from a variety of sources, ranging from personal or private donations and local foundation grants and awards, to state and federal funding. These sources go towards a total of eight unique programs, including RFW, transitional housing, harm reduction, and more.
- **Applying for other funding:** Recovery Friendly NC applies for a variety of other funding opportunities. However, the program is unique in its structure because it is administered through a Recovery Community Organization, so funding covers many areas of programming.

- **Successes in RFW:** Recovery Friendly NC has enjoyed success in gaining support from a range of sectors and industries.

■ **Challenges in forming RFW:**

- **Employer buy-in:** Recovery Friendly NC faces a challenge in reaching beyond participating business' HR departments to establish multiple points of contact across all levels.
- **Employer capacity:** HR departments are often overstretched and short-staffed, leaving little capacity for group training. There is also sometimes low capacity for relationship-building between supervisors and entry-level staff, which is a vital component of offering support.
- **Worker awareness:** Language barriers are a challenge for the program, because one employer can have employees from multiple language groups. Recovery Friendly NC does require that every staff member receives at least a formal letter declaring the RFW designation.
- **Government buy-in:** Recovery Friendly NC has met and overcome many challenges in this category. Now, North Carolina towns are excited to designate and county commissioners serve on boards and advisory committees for places the program has designated and support the program's work. For example, Mike Fenley, the field representative for Senator Richard Burr, serves on the statewide advisory committee. North Carolina Department of Health and Human Services and workforce development professionals are particularly interested in the program.
- **Funding:** Prioritizing funding for economic development and business and employer supports presents challenges. It is difficult to allocate money for free training when so many individuals have extensive support needs.
- **Stigma:** Recovery Friendly NC has worked as an organization to break down stigma in the community since 2016, and has witnessed a lot of change and progress. Now, there is a lot of community buy-in, including a group advising on opioid settlement dollars.

- **One thing that would help their RFW:** More state support and buy-in would be beneficial. The program has plans to approach the governor's office and is hopeful about gaining the governor's support.

NORTH DAKOTA

NUMBER OF RESPONSES: 1

(No Name Listed)

Contact information: Joey Ness, Policy and Communications Manager, jness@nd.gov

Toolkit: <https://recoveryreinvented.com/resources/workplace-toolkits/>

- **Stage of development:** Contemplative: A group is coming together to consider options.
- **Describe the RFW:** The not-for-profit program was initiated under the governor's office – it is in a formative stage.

OHIO

NUMBER OF RESPONSES: 3 (ALL ANONYMOUS)

Website (obtained through internet search): <https://info.bwc.ohio.gov/for-employers/workers-compensation-coverage/rates-and-bonuses/SUR-Overview>

Toolkit: <https://ohiochamber.com/opioid-toolkit/>

PENNSYLVANIA

NUMBER OF RESPONSES: 1

Recovery Friendly Workplace PA

Contact information: Greg Young, Employment Support Services Director, greg@unityrecovery.org

Website: <https://recoveryfriendlypa.org>

Toolkit: Yes, currently unavailable via external link

- **Stage of development:** Nonprofit or government Funding: Recovery Friendly Workplace PA (RFW PA) is an established program administering a Recovery Friendly Workplace program. RFW PA has businesses that have already completed training and have been certified. RFW PA is consistently conducting outreach – some businesses are in the information stage and others are in the training stage.
- **Mission/Goals of RFW:** Recovery Friendly Workplace PA's mission is to encourage a healthy and safe environment where employers, employees, and communities can collaborate to create positive change and eliminate barriers faced by those in or seeking recovery.
- **Describe the RFW:** Recovery Friendly Workplace PA was initiated under a Recovery Community Organization (RCO) and has paid full-time staff. The program has conducted outreach with the construction, health care, social assistance, education, accommodations, food service, residential cleaning, and other service industries. The program has reached out to 100-199 employers through email, social media, and in-person contact, and makes 1-9 job placements per year. The organization also offers workers recovery support and peer support, and provides trainings to employers, businesses, supervisors, and workers. They provide 3-12 hours of basic health and safety training, 3-12 hours of recovery supportive or friendly training, and 3-12 hours of substance-use prevention training. The organization also addresses prevention efforts, including access to drug and alcohol and mental health treatment resources and benefits, combatting stigma, and reform of punitive drug and alcohol policies. People with lived recovery experience are instrumental in all decision making.

■ **Funding of RFW:**

- **State funding:** RFW PA receives funding from the Department of Drug and Alcohol Programs (PA), which provides \$400,000 for a duration of 18 months and supports three full-time staff members.

■ **Successes in RFW:** The program is able to reach employers at all levels (1-2 employees to dozens) with trainings that are relevant and timely. Many of the employers taking part in the program have given positive feedback about the information received and their ability to implement recovery friendly policy in their workplaces.

■ **Challenges in forming RFW:**

- **Employer buy-in:** Without a tangible incentive, such as a tax break or other, it can be difficult to recruit employers who are not currently affiliated with the recovery community in some way.
- **Funding:** While Recovery Friendly Workplace PA has had success applying for grants under the current Pennsylvania government, a shift in the political climate could jeopardize funding.

■ **One thing that would help their RFW:** Government financial incentives for certified businesses, in the form of tax credit or other, would be beneficial.

RHODE ISLAND

NUMBER OF RESPONSES: 1

Rhode Island Recovery Friendly Workplaces

Contact information: Jonathan Goyer, Program Director, Jonathan@recoveryfriendlyri.com

Website: www.RecoveryFriendlyRI.com

Toolkit: <https://recoveryfriendlyri.com/support-trainings/>

- **Stage of development:** Nonprofit or government funding: Rhode Island Recovery Friendly Workplaces is an established program administering a Recovery Friendly Workplace program.
- **Mission/Goals of RFW:** Rhode Island Recovery Friendly Workplaces' goal is to have the Rhode Island governor's office designate businesses as Recovery Friendly after those businesses make advancements towards fostering a recovery friendly environment, decreasing stigma, and increasing access to treatment and recovery resources for employees.
- **Describe the RFW:** Rhode Island Recovery Friendly Workplaces was initiated under the governor's office and has one full-time director and five part-time staff members. The initiative's advisory board includes representatives from government, businesses, employers, recovery organizations, prevention programs, and academic institution. The program has conducted outreach with multiple sectors, including construction, health care, social assistance, education, public safety, retail, accommodations, food service, and other services industries. They have reached out to over 200

employers (and over 2,000 in the past 2 years), have reached out to 1-9 labor organizations, and have made 10-49 job placements per year. The program offers peer support for workers and offers trainings to employers, supervisors, and workers. The program also addresses prevention efforts including opioid education, worker mental health program, access to drug and alcohol and mental health treatment resources and benefits, stigma reduction, and reform of punitive drug and alcohol policies. Diversity, equity and inclusion is key priorities in the program. People with lived recovery experience are instrumental in all decision making, diverse stakeholders review and/or conduct trainings, diverse stakeholders review toolkits, and the program collaborates with the governor's Overdose Prevention and Intervention Taskforce's diversity sub-working group.

■ **Funding of RFW:**

- **Federal funding:** The program receives SAMHSA SOR3 funding, administered by the state behavioral health department.
- **State funding:** The program also receives Rhode Island State Opioid Stewardship Funds, which are legislatively administered and funded by taxes collected from prescription manufacturers.

■ **Successes in RFW:** Rhode Island Recovery Friendly Workplaces has achieved many successes, such as handing out hundreds of kits of Narcan in the community, connecting people in recovery with gainful employment, and persuading employers to participate in community events.

■ **Challenges in forming RFW:**

- **Employer capacity:** Workforce shortages limit time and resources for employers to engage with the program.
- **Funding:** The program is entering its third year of funding, but grants cover only one year at a time, so reapplying each year is time consuming.
- **Other:** The program faces the challenge of capacity for hiring full-time staff.

■ **One thing that would help their RFW:** Flexible spending abilities would help the program, for example, the ability to purchase one year of an Employee Assistance Program (EAP) for small businesses.

SOUTH DAKOTA

NUMBER OF RESPONSES: 1

FIT@Work (Colorado and South Dakota)

Contact information: Wendy White, CEO, wwhite@wefaceittogether.org

- **Stage of development:** Contemplative: A group is coming together to discuss options. FIT@Work offers peer coaching as an employee benefit and intends to add more details around recovery friendly workplaces to the coaching program.

- **Mission/Goals of RFW:** FIT@Work’s goal is to help those with addiction and their loved ones get well.
- **Describe the RFW:** FIT@Work was initiated by a recovery community organization (RCO) and currently employs paid part-time staff. FIT@Work has reached out to construction, health care and social assistance, education, public safety, accommodations and food service and utilities employers, and has also reached out to labor organizations. The program also provides peer supports for workers. In its prevention efforts, FIT@Work includes educational information on opioid, pain management alternatives, education, stigma, reform of punitive drug and alcohol policies, and adverse childhood experiences. People with lived recovery experience are instrumental in all decision-making at FIT@Work.
- **Funding of RFW:**
 - **Federal funding:** FIT@Work received a SAMHSA grant of \$600,000 for a duration of three years, which supports three full-time staff members.
 - **State funding**
 - **Local government funding**
 - **Private grant funding**
 - **Pass-through funding**
 - **Other type of funding:** Fees for membership also support the program.
 - **Applying for funding**
- **Challenges in forming RFW:**
 - **Employer buy-in:** Sharing the message about substance use and RFWs can be challenging.
 - **Worker awareness:** Employees sometimes do not pay attention or even receive communications.
 - **Stigma:** Stigma prevents people from seeking help.

TENNESSEE

NUMBER OF RESPONSES: 1

Caring Workplaces – Rural Workforce Initiative

Contact information: Kristina Peters, Caring Workplaces Employer Manager, kpeters@ftdd.org

Website: www.caringworkplaces.org

Toolkit: www.caringworkplaces.org

- **Stage of development:** Nonprofit or government funding: Caring Workplaces – Rural Workforce Initiative is an established program administering a Recovery Friendly Workplace program. The Department of Labor supports the program through Work Grant Funding.

- **Mission/Goals of RFW:** Caring Workplaces – Rural Workforce Initiative’s mission is to build an ecosystem of recovery friendly workplaces by offering resources and training to employers, and also offering a pipeline of peer-supported, work-ready individuals deserving of a second chance.
- **Describe the RFW:** Caring Workplaces – Rural Workforce Initiative was initiated under local government that includes paid, full-time staff and an advisory board with representation from businesses and employers, public health, recovery organizations, treatment programs, prevention programs, academic institutions, and the Chamber of Commerce. The initiative has conducted outreach with construction, health care, social assistance, education, public safety, and other services and manufacturing industries. The organization has reached out to 50-99 employers, has conducted 50-99 community programs, reached out to 10-49 labor organizations, and makes over 50 job placements per year. The program also offers workers recovery support, provides peer support for workers, and offers training to employers, businesses, supervisors, workers, and the community. Caring Workplaces – Rural Workforce Initiative also addresses prevention efforts, including workplace stress prevention, opioid education, workplace stress management, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, stigma reduction, reform of punitive drug and alcohol policies, and addressing adverse childhood experiences. The staff and learning cohort represent diverse populations. Black and indigenous people, people of color, LGBTQIA, people with different abilities, and those with lower incomes, immigrant status, and lived recovery experience are instrumental in all decision making. Additionally, policy creation and toolkits undergo review by diverse decision-makers and trainings are reviewed and/or conducted by diverse stakeholders.
- **Funding of RFW:**
 - **Federal funding:** Department of Labor supports Caring Workplaces – Rural Workforce Initiative with a federal grant of \$1.3 million for three years. The funds support three full-time staff members and one part-time staff member.
 - **State funding:** State assessment for the development district and grants also supports the initiative with varied funding for varied durations. These funds support the work of more than 54 full-time staff members.
 - **Local government funding:** City and County local assessment for the Development District also supports the initiative with varied funding for varied durations. These funds support the work of more than 54 full-time staff members.
 - **Private grant funding:** The BCBST Foundation supports the initiative with over \$500 for varying durations. These funds support one full-time staff member and two part-time staff members.
 - **Other funding:** Private funding for other workforce programs supports the Caring Workplaces - Rural Workforce Initiative.
- **Successes in RFW:** The initiative leadership considers the lives that have been touched and changed as their greatest success.
- **Challenges in forming RFW:**
 - **Employer buy-in:** The number of contacts required to receive a decision to participate can be a challenge.
 - **Employer capacity:** Certification training can be challenging with larger employers.
 - **Funding:** Funding sustainability is a challenge.

- **One thing that would help their RFW:** Having dedicated staff for trainings would be helpful.

VERMONT

NUMBER OF RESPONSES: 1

The Recovery Friendly Workplace Initiative (informally)

Contact information: Lisa Lord, Director of Workforce Development, lisa@recoveryvermont.org

Website: <https://recoveryvermont.org/>

- **Stage of development:** Informal Program: The initiative's developers are starting to meet regularly to develop strategy prior to launching a formal initiative. One stakeholder organization, Recovery Vermont, trains the state's recovery coaches, works closely with recovery community organizations, and is the primary driver of RFW Initiative Vermont. The initiative is growing primarily via word-of-mouth. RFW Initiative Vermont occasionally hosts training via Zoom for local businesses, HR departments, and recovery coaches and has been working with leadership teams at some local businesses, one of which has nearly 800 employees, to increase their RFW skillset. RFW Initiative Vermont only has funding to hold five one-hour meetings per year, which means the RFWI is often deprioritized while funded programs and projects are conducted. There is tremendous interest and momentum but, without funding, the initiative's developers are limited in resources they can allocate to the initiative.
- **Mission/Goals of RFW:** Mission and goals have not solidified yet, however the initiative's present goals are to conduct presentations and assisting businesses who request support with one-on-one trainings, consultation, or on-site recovery coaching.
- **Describe the RFW:** The Recovery Friendly Workplace Initiative is an informal initiative with one staff member (with limited availability), and with funding for five hours of meetings per year. The initiative has conducted outreach with the health care, social assistance, service, and manufacturing industries. While the program has not actively reached out to employers, organizations are coming to the initiative's leadership seeking information and assistance. Leadership is exploring how to connect workers with on-site peer support. The initiative also trains peer-support coaches but does not provide direct service. The number of hours of training per year varies, but totals no more than 15 hours per year presently. The initiative addresses prevention efforts, including workplace stress prevention and management, workplace injury prevention, worker mental health programs, access to drug and alcohol and mental health treatment resources and benefits, stigma reduction, reform of punitive drug and alcohol policies, addressing adverse childhood experiences, and risks and protective factors. Currently, only one staff person works on the RFWI, but as the initiative grows, current and future staff members will engage in the best diversity, equity, inclusion, and belonging practices and will make DEI and belonging key priorities.

- **Successes in RFW:** Already, the RFW Initiative Vermont has enjoyed success in the shift in understanding by business' leadership teams and the impact of the initiative's efforts on people in recovery.
- **Challenges in forming RFW:**
 - *Funding:* It is hard to establish, grow, and maintain a program without any funding for person-power or resources.
- **One thing that would help their RFW:** Funding.

WASHINGTON

NUMBER OF RESPONSES: 2 (1 SUBMITTED AFTER SURVEY COLLECTION WAS CLOSED)

Workforce Southwest Washington

Contact information: Sean Moore, Senior Project Manager, smoore@workforcesw.org

- **Stage of development:** Nonprofit or government funding: The Washington Recovery Supportive/Friendly Workplace Initiative is an established program administering a Recovery Friendly Workplace program. The initiative's main grant focuses on people directly impacted or the family of those impacted in the opioid epidemic, including those coming out of justice-involved programs.
- **Describe the RFW:** The Washington Recovery Supportive/Friendly Workplace Initiative was initiated under grant initiatives and calls for Equity/Inclusion Systemic Change in local and state initiatives, where a program manager oversees the grant and subcontractors do the work within the community. The organization has reached out to 10-49 employers, has conducted 1-9 community programs. Washington RFW is also involved with local resource initiatives and those involved with direct community contact, has reached out to 1-9 labor organizations, and works with SEIU in their region. The program also offers workers recovery support and peer support, plus addresses prevention efforts, including workplace stress prevention and management, opioid education, and worker mental health programs. Diversity, equity, and inclusion are key priorities and diverse communities, including LGBTQIA, people with different abilities, those with lower incomes or immigrant status, people with lived recovery experience, and other diverse communities are instrumental in decision making. Policy creation undergoes review by diverse decision-makers.
- **Funding of RFW:**
 - *Federal funding:* Washington RFW has federal support through the Workforce Innovation and Opportunity Act.
 - *State funding:* State initiatives support Washington RFW.
 - *Local government funding:* Local grants support Washington RFW.
 - *Private-grant funding:* Local private grants support Washington RFW.

■ **Challenges in forming RFW:**

- **Employer buy-in:** It is challenging to solicit support from employers if they do not see a direct, bottom-line impact or loss to their workforce.
- **Employer capacity:** Limited employer resources and the effects of the COVID-19 pandemic have made capacity a challenge for employers.

What's Next Washington

Contact information: Susan Mason, Executive Director

Website: www.whatsnextwashington.org

Toolkit: We have an HR Toolkit that is provided to organizations and employers for a fee.

- **Stage of development:** What's Next Washington is an established program administering a Recovery Friendly Workplace program.
- **Mission/Goals of RFW:** What's Next Washington is an organization of formerly incarcerated individuals and allies working to improve the ability of people with conviction histories to reintegrate into society and achieve long-term economic stability. The organization helps employers and public-sector partners address the barriers they have in place that limit employment access for people with conviction histories and formerly incarcerated talent.
- **Describe the RFW:** What's Next Washington (WNW) has designed and developed a set of HR Tools and strategies ([The Toolkit](#)) that make it easier for employers to recruit, hire, and retain people with conviction histories (PWCH) and formerly incarcerated talent (FIT) while maintaining safety and productivity. These tools include a hiring manual called the Get FIT Guide, a contextualized background check called the [R3 Score](#), bias training for employers, and other strategies and tools to help employers operationalize the commitment to Fair Chance Hiring. This Toolkit also addresses regulatory and occupational licensing barriers that might stand in the way of someone ready for an opportunity and provides a pathway to access occupational licenses and Transportation Worker Identification Credential (TWIC) cards. Broad adoption of these policies and The Toolkit would have a major impact on the 2.1 million Washingtonians living with an arrest or conviction record and struggling to access employment long after they have completed the terms of their sentences.
- **Funding of RFW:**
 - *What's Next Washington has received funding mostly from donors and private foundations and has not received a government grant of any kind yet.*
- **Successes in RFW:** One great success was the chance to brief Secretary Pete Buttigieg and Congresswoman Pramila Jayapal on barriers to accessing jobs under the Infrastructure Investment and Jobs Act and providing them with actual solutions to these problems. Other successes include completing a data project on the [Washington State Convention Center Addition](#) that compared the performance of craftworkers with conviction histories to those without, and completing a report called [Background Checks in Washington State - Time for Reform](#).

- **Challenges in forming RFW:**
 - *Government buy-in presents a challenge.*
 - *Funding presents the greatest challenge.*
- **One thing that would help their RFW:** Approval of a pilot study would help the program.

WEST VIRGINIA

NUMBER OF RESPONSES: 1

Jobs & Hope WV

Website: www.jobsandhope.wv.gov

Contact information: Debbie Harris, Lead Transition Agent, drharris@k12.wv.us

- **Stage of development:** Nonprofit or government funding: Jobs & Hope WV is an established program administering a Recovery Friendly Workplace program.
- **Mission/Goals of RFW:** Established by Governor Justice and the West Virginia Legislature, Jobs & Hope WV aims to address the substance use disorder crisis through a statewide collaboration of agencies to provide linked services to participants. Jobs & Hope WV is for individuals in recovery who are education- and career-ready; however, programs through Jobs & Hope WV are available to all West Virginians who have a barrier to career employment.
- **Describe the RFW:** Jobs & Hope WV was initiated under the governor's office. The program employs paid, full-time staff and maintains an advisory board with representation from government, public health, recovery organizations, prevention programs, and academic institutions. The program has conducted outreach with construction, transportation, warehousing, health care, social assistance, education, retail, accommodations, and food service industries. The program has reached out to 50-99 employers, conducted 1-9 community programs, reached out to 1-9 labor organizations, and made 10-49 job placements per year. The organization also provides recovery support and peer supports for workers, and offers trainings to employers, businesses, and the community. Prevention efforts addressed by the program include opioid education, access to drug and alcohol and mental health treatment resources and benefits, stigma prevention, and risks and protective factors. People with lived recovery experience are instrumental in all decision making and trainings and toolkits are reviewed and/or conducted by diverse stakeholders.
- **Funding of RFW:**
 - **State Funding:** Jobs & Hope WV has state funding as a line item in the Department of Education budget for \$3.1 million annually. This funding supports 24 full-time staff members.

■ **Challenges in forming RFW:**

- **Employer buy-in:** It is challenging to address employers' preconceptions about risks versus rewards of the program.
- **Stigma:** Both employees and employers can maintain stigmas against those in recovery.

- **One thing that would help their RFW:** More monetary incentives for employers to hire workers in recovery would help with the RFW's work.

WISCONSIN

NUMBER OF RESPONSES: 1 (THIS IS NOT NECESSARILY INCLUSIVE OF ALL THE EFFORTS IN WISCONSIN)

Central Wisconsin Partnership for Recovery – Recovery Supportive Workplaces

Contact information: Wayne Sorenson, Project Manager, Family Health Center of Marshfield, Inc., sorenson.wayne@marshfieldclinic.org

Website: <https://www.marshfieldclinic.org/community-resources/family-health-center/cwpr> <https://dwd.wisconsin.gov/recovery-ready/>

- **Stage of development:** Nonprofit or government funding: This is a consortium working to establish a Recovery Friendly Workplace program in two central Wisconsin counties. The consortium is finalizing marketing materials, a business self-assessment tool, Technical Assistance needs, training portfolio, and speakers for programming. After conducting initial outreach to businesses in a two-county catchment area in the summer the 2021, the consortium will reconnect and fully launch program in the spring of 2023.
- **Mission/Goals of RFW:** The overall mission of the Central Wisconsin Partnership for Recovery (CWPR) is to create awareness and work together to reduce the prevalence of substance-use disorders through prevention, treatment, and recovery programming for those living in central Wisconsin. The goals of the CWPR Recovery Supportive Workplaces consortium are to support businesses hiring new employees and support current employees in their recovery through education and resources that create recovery-supportive practices and a recovery-supportive work culture. The consortium will accomplish these goals by providing training on the impact of substance use on individuals, families, and workplaces. Other goals include helping businesses understand the multiple pathways to recovery and stages of change, helping companies understand the impact of stigmatizing language, and supporting the implementation of non-stigmatizing language in workplace materials. CWPR also connects businesses to resources and to the local recovery community organization for consultation, recovery coaching, and developing workplace recovery champions.
- **Describe the RFW:** Central Wisconsin Partnership for Recovery – Recovery Supportive Workplaces was initiated by a not-for-profit and will launch in Spring 2023. The program has paid, full-time

staff members and volunteers who form an advisory board with representation from government, public health, recovery organizations, treatment programs, prevention programs, and a Workforce Development Board. The program has conducted outreach with sectors such as retail, accommodations, food services, other service industries, agriculture, forestry, fishing, and hunting, and has reached out to 10-49 employers. Central Wisconsin Partnership for Recovery – Recovery Supportive Workplaces also provides peer support for workers, offers trainings to employers, businesses, supervisors, workers, and the community. CWRP works to address prevention efforts, including workplace stress prevention and management, opioid education, , and stigma reduction. People with lived recovery experience are instrumental in all decision making and training is reviewed and/or conducted by diverse stakeholders.

■ **Funding of RFW:**

- **Federal funding:** CWRP receives support from the Health Resources and Services Administration Rural Communities Opioid Response Program (RCORP) Implementation II. This funding lasts through August 31, 2023. Full-time staff receive between 10% and 40% of their salaries through this funding.

- **Successes in RFW:** CWPR plans to date are very recovery-community informed, which is a success. Multiple members of CWPR's workgroup identify with community as active members of the group. The workgroup enjoys high engagement from the local RCO. That, combined with a good cross section of agency, county, and treatment providers, along with workforce development staff, has provided a cross-sectional perspective that has moved CWPR to launch.

■ **Challenges in forming RFW:**

- **Employer buy-in:** It is a challenge to clearly demonstrate return-on-Investment if a business makes changes.
 - **Employer capacity:** HR and management or owners may have a low ability to support and implement changes.
 - **Worker awareness:** Alcohol in Wisconsin is the number one substance of misuse, but is viewed quite favorably, while stigma falls on individuals in recovery from other substances of potential misuse.
 - **Funding:** Funding can present a challenge, however CWPR is currently able to provide training and RCO support free of charge during the grant period and can sustain training support after.
 - **Stigma:** Stigma is a huge issue related to drugs of misuse, but not for alcohol misuse.
- **One thing that would help their RFW:** Free resources related to HR policy and business law would assist businesses CWPR does not have the capacity to provide those because of potential legal liability. CWPR is ill-equipped to answer employers' questions regarding these issues.

NATIONAL

NUMBER OF RESPONSES: 2 (1 WAS ANONYMOUS)

Peer Recovery Center of Excellence

Contact information: Shannon Roberts, Senior Program Manager, sroberts@umkc.edu

Toolkit: https://peerrecoverynow.org/documents/RFW_Toolkit_2022_03.pdf

- **Mission/Goals of RFW:** The Peer Recovery Center of Excellence offers training and technical assistance (TA) to support the integration of peer recovery support services (PRSS) into various settings, build recovery community organization (RCO) capacity, develop the peer workforce, and disseminate PRSS evidence-based practice and practice-based evidence. In 2021, the center published an RFW toolkit and offers Technical Assistance (TA) around that resource, although the center often points to New Hampshire's initiative when responding to technical-assistance requests.
- **Describe the RFW:** The Peer Recovery Center of Excellence produced an RFW toolkit and currently offers TA around it. The center does not directly facilitate or manage an RFW program; the center is instead focused on enhancing the recovery field through supporting the peer workforce. However, the center recognizes the value of RFWs and how they directly create space that strengthens the integration of PRSS into organizations and communities.
- **Funding of RFW:**
 - *We are federally funded by SAMHSA through grant number 1H79TI083022.*



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