

Pathways to Employment

Opioid: Data to Action

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Pathways to Employment

Belden's Blueprint for a **community-based** solution blending **drug rehabilitation** with the **promise of employment** for workers willing to **lead drug-free lives**

- Actively bridging treatment and employment
- Eliminating stigma with recovery
- Supporting people and communities

Pilot program in Richmond, Indiana – A partnership approach

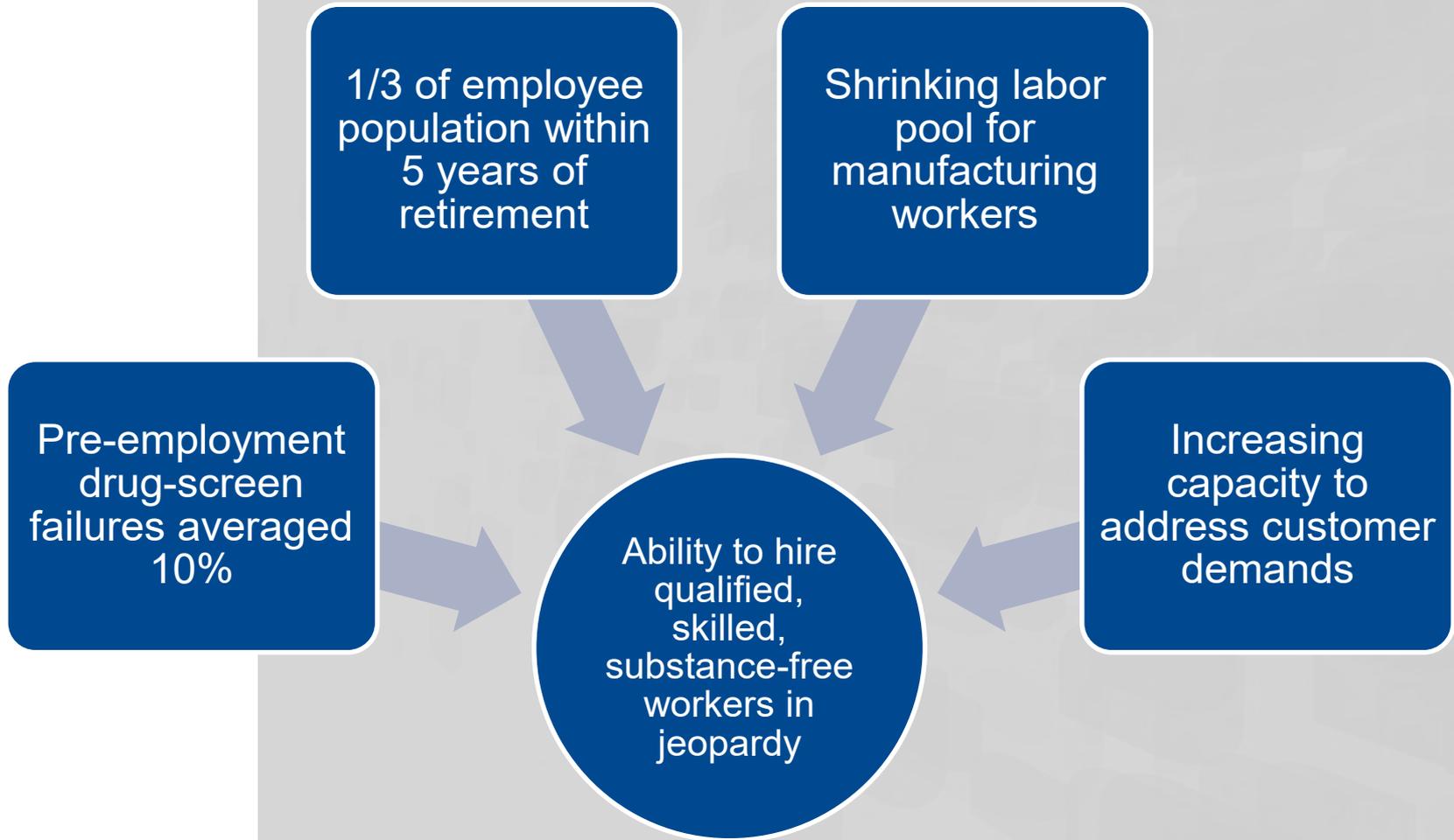


Who is Belden?

- Global high-tech company producing connectivity, networking and security solutions for enterprise and industrial markets
- Operates in complex manufacturing environments; safety and quality are of utmost importance
- Manufacturing plant in Richmond, IN
 - Opened in 1928
 - Employs appx. 450 people
 - Second largest employer in Wayne County, next to Reid Health



Our Challenge



Pilot Program Partner Roles



Role: Company / Program Sponsor

Responsibility: oversee program, provide employment opportunities,



Role: Treatment Providers

Responsibility: assess likelihood of substance use disorder and provide treatment, provide updates to company on participant status



Role: Candidate recruiter and employer of new hires

Responsibility: recruiting, oversight of employees, random drug screening



Role: Program support / Provider of Internship Opportunities

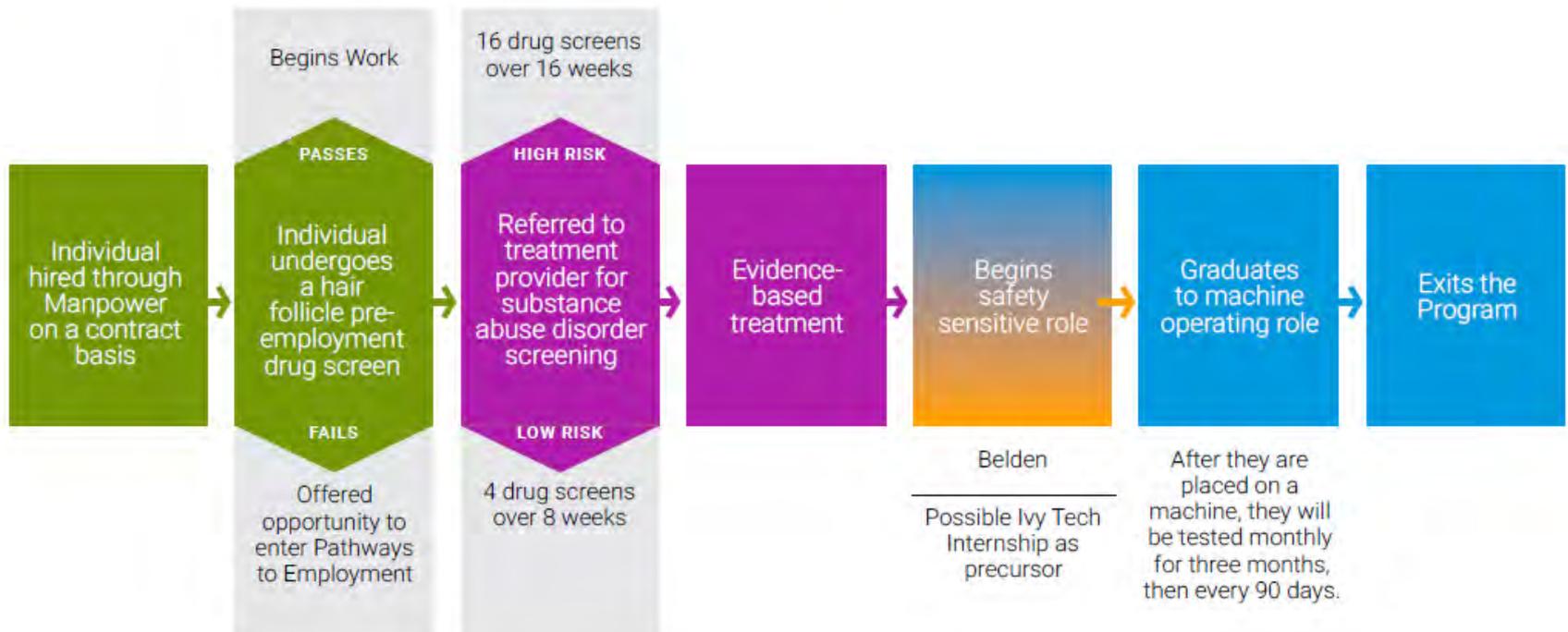
Responsibility: Counsel to the core team, education, internship opportunities

How the Program Works

PROCESS

Timeline: 18 months | *Monitoring, Treatment, and Drug Screening throughout the process*

■ Staffing Owner ■ Treatment Provider ■ Company Sponsor ■ Community College



Treatment Overview

Centerstone At a Glance

- *National, private, not-for-profit 501(c)(3) healthcare organization*
- *60+ years in operation*
- *Specializing in the treatment and rehabilitation of individuals with mental illness, addictions, traumas, and intellectual/developmental disabilities*
- *Five state primary footprint*
- *CARF and Joint Commission Accredited*
 - Including specialized CARF Accreditation – Adult and Children & Youth Health Home



Treatment Overview

- Intake
- Access to a full continuum of care
- Individualized treatment plan
- Drug testing
- Diverse treatment team
- Communication is key!

Open and Honest Communication: A Key Tenant

If participant indicates they will fail screen prior to taking; first failure

- Suspended from the plant
- Treatment continues / intensifies
- Healthcare provider reviews eligibility to return to the plant after **60 days**

If participant is not up front and honest prior to taking the screen; first failure

- Suspended from the plant
- Treatment continues / intensifies
- Healthcare provider reviews eligibility to return to the plant after **90 days**

If a participant fails the drug screen for the second time

- Participant removed from program and provided guidance/recommendation of resources

Key Learnings



Have a “burning platform” that necessitates action coupled with core values and company culture that expects active resolution

Build strong partnerships with treatment provider(s) and community partners who share program objectives and principles

Standup small core project team that enables and expects rapid action and shares information while retaining confidentiality

Ensure leadership and team buy-in that is solution oriented

Key Learnings, continued



Minimize “out of work” time from screen failure through assessment, treatment and return to work

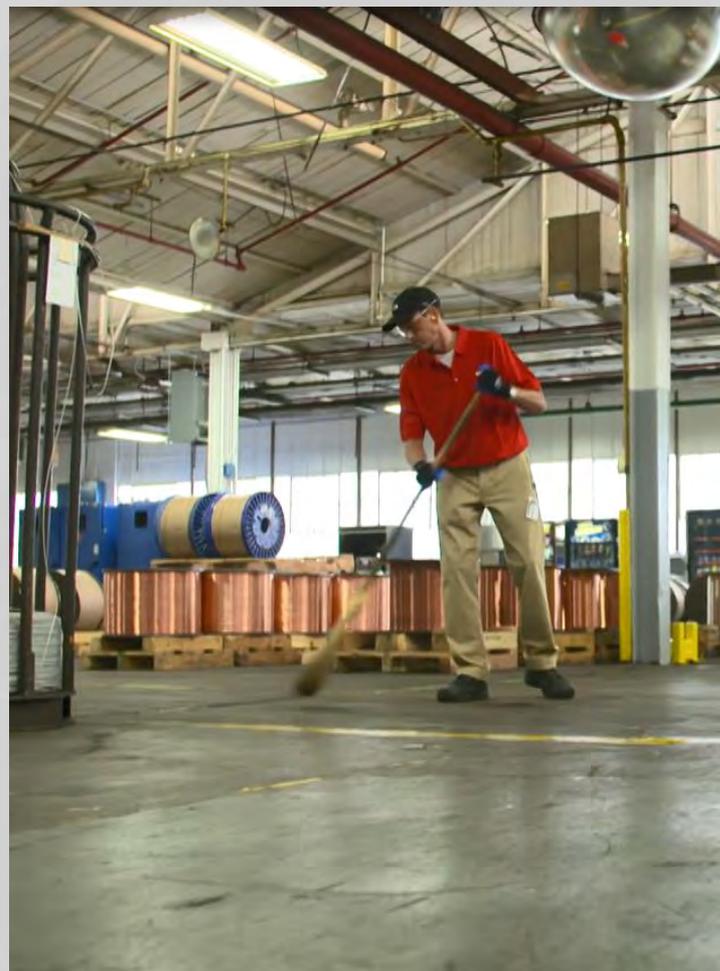
Offer local coaching or support resources

Be transparent in communication of expectations by all parties including participants and broader employee base

Be willing to accept setbacks and unanticipated challenges

Program Status

- Current Participation
 - 29 people have entered the program
 - 2 undergoing assessment / treatment
 - 6 in safety sensitive roles
 - 13 in machine operator roles
 - 8 left the program
- Program Expansion - March 2019
 - Syracuse, NY
 - Washington, PA
- Signed the CEO Pledge to End Opioid Addiction



Benefits of adopting a program like Pathways

Improved employee retention and loyalty

Improve employee engagement

Expand labor pool

Reduce healthcare costs long-term

Improve community relations

Remove the stigma of addiction

Proactively manage potential safety risks

Enhanced brand reputation

Improves health of the community

Program Feedback

“I’ve often said, stigma is our biggest killer and a significant barrier to solving our public health problems. We must shift the way we think about, talk about, and act towards people with substance use disorders. *Pathways to Employment*, is an example of how businesses can play a big role in addressing the opioid crisis in their communities and in the workplace.”

- U.S. Surgeon General Jerome M. Adams

“Employers need workers and people with substance use disorder need opportunities to work. Belden’s innovative Pathways to Employment program is helping people in Indiana and serves as a model for workforce recovery.”

- Jim McClelland,
Indiana Executive Director for
Drug Prevention, Treatment
and Enforcement

“By taking an approach that instills hope, combats stigma, and utilizes evidence based treatment, Belden has achieved extraordinary success in just one year. We are honored to be partners and to learn from their successes.”

- Jennifer Walthall, MD MPH, Secretary Indiana
Family and Social Services Administration.

Belden Blueprint Principles

A key principle of *Pathways* is to share information, learnings and processes so that other organizations facing similar challenges can adopt and implement similar programs while maintaining the “*Pathways*” core principles and integrity.

4 stage approach



Stage 1 - Engagement

What determines if I should move forward with a program?

- ✓ We have a burning platform and I'm planning to solve it
- ✓ We have the culture and engagement to create a program
- ✓ We are willing to invest the resources to create a program
- ✓ We have leadership support to create a program

Key Roles (Internal)

- Legal
- Human Resources
- Site Leadership



Stage 2 - Planning

How do I proceed?

- ✓ Assign a project manager
- ✓ Identify community partners, potentially leveraging Centerstone support
- ✓ Define the scale of solution and allocate budget
- ✓ Refine the Belden Blueprint to your specific organization and need

Key Roles

- Treatment Provider
- Health and Safety
- Human Resources
- Site Leadership
- Project Manager



Stage 3 - Implementation

How do I launch my program?

- ✓ Communicate the program within your organization
- ✓ Begin with a pilot program
- ✓ Intensive monitoring of participants
- ✓ Establish regular meeting cadence with partners

Key Roles

- Project manager
- Communications team
- Local leadership
- State/local leadership
- Employee council / union (if applicable)



Stage 4 - Sustainment

How do I sustain and grow my program?

- ✓ Institute a regular check-in process with participants
- ✓ Ensure ongoing communication process with partners and employees
- ✓ Create a process for continuous improvement

Key Roles

- Project manager
- Treatment provider
- Human resources
- Site leadership



Frequently Asked Questions

Costs & Funding

- 2018 average cost of \$16,000 per participant
 - Low risk – approx. \$6,000, High risk – approx. \$26,000
 - 50/50 split between high risk and low risk
 - Costs Include: Treatment, drug screens, safety sensitive jobs, transportation, project team
- Funding sources
 - Indiana Medicaid (HIP)
 - Belden Insurance

“According to the National Safety Council, an employee with a substance abuse problem costs an Indiana employer like Belden \$20,000 a year. For some applicants, the rehab program costs less than that -- and we likely have cultivated a loyal employee for life. And even for those applicants where rehab costs over \$20,000, we make up the economic costs in their second year working for us while reaping societal and community costs almost immediately.”

John Stroup, Chairman, CEO and President of Belden Inc

Communication

Signed agreement from participant

- Written and verbal sharing between partners

Employee communications

- Participants, employees on site, broader employee population

External communications

- Policymakers, media, customers, industry

Q&A