



# Pathways to Recovery

**TOOLKIT**

# Pathways to Recovery Toolkit

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# Tools for Service Providers

## Section 1



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## Section 1 – Tools for Services Providers

### IMPLEMENTING THE PATHWAYS TO RECOVERY PROGRAM

#### I. Pathways to Recovery Program Overview

For people impacted by opioids, reentering the workforce or changing careers can be difficult. The Pathways to Recovery (P2R) program, supported by the New Jersey Department of Labor (NJDOLE), helps these impacted individuals by providing skills and training to support their transition into employment. Individuals impacted by opioids may have a personal history of opioid use or have a friend or family member with a history of opioid use.

Pathways to Recovery offers services to Atlantic, Camden, Essex, Hudson, Middlesex, Mercer, Morris, Passaic, Sussex, Union, and Warren counties. These 11 counties were selected due to increased overdose deaths, demand for treatment, and naloxone administrations. The NJDOLE provides P2R program funding to a select group of organizations which include social service, employment, public health, and mental health agencies.

#### II. Current P2R programs and contact information

Region	Contact Person	Organization	Phone Number	Email Address
Southern New Jersey (Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem Counties)	Danielle Yeager	Center for Family Services, Inc.	609-206-3846	<a href="mailto:danielle.yeager@centerffs.org">danielle.yeager@centerffs.org</a>
Central New Jersey (Hunterdon, Middlesex, Monmouth, Mercer, Ocean, Somerset, and Union Counties)	Vivian Harmon	African American Chamber of Commerce of New Jersey	609-200-5902	<a href="mailto:vharmon@aaccnj.com">vharmon@aaccnj.com</a>
Northern New Jersey (Bergen, Essex, Hudson, Morris, Passaic, Sussex, and Warren Counties)	Marvis Brown	Blessed Ministries, Inc.	973-733-WORK (9675)	<a href="mailto:mbrown@bmiworks.org">mbrown@bmiworks.org</a>
Northern New Jersey (Bergen, Essex, Hudson, Morris, Passaic, Sussex, and Warren Counties)	Gilberto Romero	International Communication Solutions-Workforce Advantage	201-865-1199	<a href="mailto:Gilberto.romero@workforceadvantageusa.com">Gilberto.romero@workforceadvantageusa.com</a>

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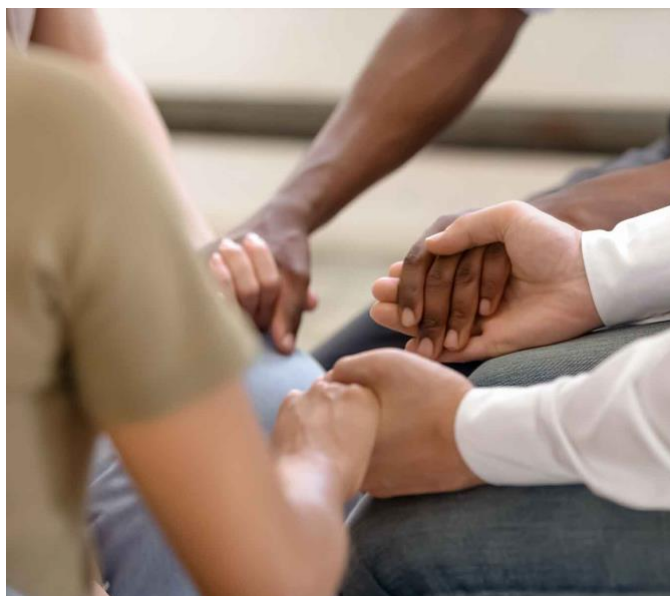
### III. Staffing

Depending on the service provider, staff background and experience will vary.

### IV. Target population

#### STAGE OF RECOVERY

As past service providers have found, most participants in the P2R program are personally experiencing an opioid use disorder (OUD). Because recovery from OUD is an ongoing process, people may be at different points in their treatment journey. Individuals in early recovery frequently need more assistance with maintaining stable housing, relationships, general wellness, treatment programs, and adjusting to a sober lifestyle. Getting and maintaining a job is more difficult when an individual is in early recovery without first addressing these stressors of transition and building a solid support foundation. Those in early recovery may lack the coping skills needed to manage job-related stress which may put them at a greater risk for relapse. Because people early in recovery may have more issues that they are addressing, they may need more support to obtain and retain employment. Early recovery is a pivotal time for individuals to address and make many changes in their life to sustain a healthy lifestyle. Knowing this, service providers may choose to provide additional support to help transition into the workforce.



#### READINESS TO WORK

During the P2R program intake assessment, a case manager will gather information related to the participant's personal background, education, employment history, strengths, weaknesses, disabilities, career goals, training needs, work preference, and job readiness. The case manager will then work with the P2R program participant to develop an Individualized Employment Plan (IEP). This plan serves as an ongoing guide or roadmap to link participants with the trainings and services that seem most appropriate.



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Each program participant will have unique needs regarding their readiness to work. Service providers may encounter participants who have a demonstrated work history and feel well equipped to return to the workforce. Other P2R participants need or desire additional training and education to become ready for employment.

The following forms of training and education are commonly used by clients in the P2R program:

- Work Readiness Training
- Peer Recovery Support Specialist Training
- High School/GED
- Computer Training
- Technical Training

### V. Recruitment and referral partnerships, methods, and tools

#### POTENTIAL PARTNERSHIPS

To find eligible P2R program participants, service providers will rely on various methods of outreach in their communities. Approaches to outreach include hosting job fairs, giving presentations, and providing P2R program information when doing outreach for other organizational programs. Many service providers already have strong existing networks and partnerships with community organizations which they can leverage to identify and enroll opioid impacted individuals into the P2R program.

In the past, service providers have utilized the following recruitment and referral partners:

- *Substance abuse treatment and recovery organizations*
- *Word-of-mouth referrals* from the recovery community such as the Opioid Overdose Recovery Program (OORP), other recovery coach programs, peer group leaders, and sober living/halfway house communities.
- *Recovery/Drug courts and probation officers* [ADD LINK <https://www.njcourts.gov/courts/recovery-ct-contact>]
- *New Jersey Department of Children and Families, Child Protection and Permanency and Children’s System of Care*
- *One-Stop Career Centers* [ADD LINK <https://www.nj.gov/labor/career-services/contact-us/one-stops/>]
- *Local community colleges* [ADD LINK <https://www.njcommunitycolleges.org/>]

#### ROLE OF ONE-STOP CAREER CENTERS

Service providers partner with their local One-Stop Career Center to deliver supplementary services to P2R program participants. One-Stop Career Centers provide social services, such as on-site resource rooms (computers, telephones, etc.), specialized career training, and job search assistance. Additionally, One-Stops offer unemployment services, General Assistance (GA) and Supplemental Nutrition Assistance Program (SNAP) programs, and re-entry programs like Parolee Employment Placement (PEP). One-Stop Career Centers help facilitate tracking the P2R participants’ job placements. Each participant must be registered in the America’s One-Stop Operating System (AOSOS), a platform utilized by One-Stop Career Centers to support case management, job matching, and reporting.

Each P2R program service provider has a unique agreement and partnership with their One-Stop. Some service providers deliver most resources directly from their office. Other service providers will have a One-Stop house their P2R program. In some cases, a service provider will have a One-Stop representative come on-site to register participants, while others have P2R program staff report to a One-Stop to register participants. Strong communication between the service provider and the designated One-Stop is essential for program success. Service providers should consider working with a specific One-Stop representative dedicated to the P2R program or having service provider staff go directly to the One-Stop with the participant.

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### VI. Individual enrollment and assessment process

#### PREVIOUS EDUCATION AND WORK EXPERIENCES—FACILITATORS AND OBSTACLES/IMPACT OF SUBSTANCE USE DISORDER (SUD)

Upon enrolling in a P2R program, individuals will complete an intake assessment with a service provider case manager. The assessment process captures participant information in relation to personal background, education, employment history, strengths, weaknesses, disabilities, career goals, training needs, work preference, and job readiness.

<https://www.nd.gov/eforms/Doc/sfn01910.pdf>

[https://www.nj.gov/labor/wioa/forms\\_pdfs/WIOA%20Title%20I%20Assessment%20Technical%20Assistance%20Guide.pdf](https://www.nj.gov/labor/wioa/forms_pdfs/WIOA%20Title%20I%20Assessment%20Technical%20Assistance%20Guide.pdf)

[https://www.casas.org/docs/default-source/WSCS/casas\\_work\\_maturity\\_checklists.pdf?sfvrsn=5ef3a08a\\_12](https://www.casas.org/docs/default-source/WSCS/casas_work_maturity_checklists.pdf?sfvrsn=5ef3a08a_12)

[https://www.caedge.org/wp-content/uploads/2022/07/IBE-Report-CEC-CAADPE\\_F\\_062822.pdf](https://www.caedge.org/wp-content/uploads/2022/07/IBE-Report-CEC-CAADPE_F_062822.pdf) [pages 26-28]

#### IDENTIFYING MENTAL HEALTH, TRAUMA, AND LEARNING DIFFERENCES

Differences are common in SUD and impact obtaining and maintaining employment.

##### 1. Information on behavioral health and the impact on finding a job and workplace success

To support participants in obtaining and maintaining employment, service providers need to be aware of the connections between SUD and mental health. Mental health conditions often go unrecognized, undiagnosed, and untreated. Trauma may also be impacting an individual's mental health and SUD history. Untreated mental health conditions and trauma can be risk factors for returning to substance use. This information will be assessed during the intake assessment and added into their IRP.

Understanding the impact of trauma and history of behavioral health challenges can guide the service providers to create a safe and healing environment and foster collaborative relationships with local mental health providers. Additionally, service providers who grasp how individuals with a history of mental health issues and/or trauma interact and function in the workplace may improve work and other key relationships involved in supporting retention of employment.

In addition to mental health issues, service providers must be conscious of the interplay between learning differences and SUD. A P2R program participant's history of SUD may be related to a known or unknown learning difference such as dyslexia, auditory processing disorder, or attention deficit hyperactivity disorder (ADHD). A general understanding of learning differences can greatly help service providers in recommending appropriate training and job placements for impacted individuals. Service providers should consider having a learning disability consultant involved in the P2R program to help improve individual outcomes.

Identifying these issues early will allow case managers and job coaches to determine how best to assist the person and determine what additional support services participants might need in addition to recovery and employment services.

##### 2. Referral resources for assessing mental health and learning issues:

<https://www.nj211.org/mental-health-resources>

[https://www.state.nj.us/humanservices/dmhas/home/hotlines/MH\\_Screening\\_Centers.pdf](https://www.state.nj.us/humanservices/dmhas/home/hotlines/MH_Screening_Centers.pdf)

<https://www.njmentalhealthcares.org/take-a-mental-health-screen/>

[https://www.nj.gov/humanservices/dmhas/home/hotlines/MH\\_Dir\\_COMPLETE.pdf](https://www.nj.gov/humanservices/dmhas/home/hotlines/MH_Dir_COMPLETE.pdf)

<https://www.njcourts.gov/public/get-help/mental-health-resources>

<https://ldaamerica.org/info/adult-learning-disability-assessment-process/>

<https://ldanj.org/resources/>

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### IDENTIFYING LOGISTICAL ISSUES

Logistical issues that impact obtaining and maintaining employment and are common in SUD.

For P2R program participants to be successfully employed, service providers should assess for common challenges that people in SUD recovery face regarding obtaining and maintaining employment and recommend resources.

Resources to determine barriers:

<https://oklahoma.gov/content/dam/ok/en/careertech/educators/adult-education-and-family-literacy/local-providers/wioa-barriers-to-employment-checklist.pdf>

<https://www.wawp.uscourts.gov/sites/wawp/files/BarriersWorksheet.pdf>

<https://careerwise.minnstate.edu/jobs/barriers-employment.html>

<https://www.cde.state.co.us/cdeadult/grantees/laces-data-dictionary/barriers-to-employment-at-entry-definitions>

#### 1. Childcare

Lack of or unstable childcare can be a barrier for employment. In published studies, lack of childcare is reported as one of the major barriers for seeking and continuing with substance abuse disorder treatment, particularly for mothers (SAMHSA, 2009). Also, there is evidence that childcare extends into a barrier for employment. Service providers must collaborate with individuals to find appropriate, affordable childcare solutions.

Because typical childcare services are provided in the daytime on weekdays and are closed for nights and weekends, service providers need to be aware if a participant is unable to work a non-traditional schedule.

Resources:

<https://www.nj211.org/affordable-childcare>

<https://www.childcarenj.gov/>

<https://www.nj.gov/njparentlink/services/assistance/>

<https://www.childcareaware.org/families/cost-child-care/help-paying-child-care-federal-and-state-child-care-programs/>

Source: Substance Abuse and Mental Health Services Administration. (2009). *Substance Abuse Treatment: Addressing the Specific Needs of Women*. Treatment Improvement Protocol (TIP) Series, No. 51. HHS Publication No. (SMA) 13-4426. Rockville, MD: Substance Abuse and Mental Health Services Administration <https://store.samhsa.gov/sites/default/files/d7/priv/sma15-4426.pdf>

#### 2. Transportation

Transportation is often a primary logistical barrier for employment, and the most difficult for service providers to address in a sustained way. Individuals may not always have an active driver's license or access to a car.

In the short term, service providers may be able to assist participants through ride-share services, agency van access, and public transport incentives. Yet, continued transportation to places of employment is often challenging. Addressing transportation needs is a key component for employment success, so service providers need to collaborate with participants for long term solutions. Service providers may offer stipends towards the purchase of a personal vehicle, cover driver's license fees, or use funds to purchase a car/van dedicated to the transportation of individuals to and from work.



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Resources:

<https://www.njtransit.com/workpass>

<https://www.nj211.org/transportation-options-new-jersey>

<https://www.state.nj.us/humanservices/dfd/programs/workfirstnj/transportation/>

<https://www.nj.gov/humanservices/dds/hottopics/transportation/>

### 3. Lack of identification

Service providers will also encounter participants who need to acquire identification and other documentation such as birth certificates and social security cards. To assist participants in the process of obtaining IDs and other official documents, service providers should be familiar with the following resources.

Resources:

<https://www.usa.gov/request-documents>

<https://www.nj.gov/health/vital/order-vital/>

<https://www.ssa.gov/number-card>

<https://www.state.nj.us/mvc/license/nondriverid.htm>

<https://nj.gov/mvc/index.html>

### 4. Housing

Unstable housing is a major barrier to employment. Obtaining employment without an address presents a challenge and is a significant stressor. Housing instability can also lead to relapse. Service providers can offer participants assistance with housing, through referral to federal housing voucher programs or other housing-related services.

Resources:

[https://www.hud.gov/topics/rental\\_assistance](https://www.hud.gov/topics/rental_assistance)

<https://www.nj211.org/affordable-housing> <https://www.state.nj.us/humanservices/dfd/programs/ssh/>

[https://www.nj.gov/dca/dhcr/offices/housing\\_assistance.shtml](https://www.nj.gov/dca/dhcr/offices/housing_assistance.shtml)

### 5. Work clothing/equipment, Personal hygiene

In some cases, P2R program participants will lack personal care items, clothing, and equipment necessary for interviews and employment. Service providers should be familiar with social service agencies and other organizations that provide work clothing for new job seekers in their geographic area. P2R funding allows service providers to purchase work equipment on behalf of their individuals, such as steel toe boots, scrubs, and uniforms.

Lack of essential hygiene care items may be an issue for some people. For people who menstruate, lacking access to period supplies may cause them to call out of work. Service providers should direct participants to area organizations that distribute free resources or may provide these resources directly to individuals.

As participants prepare for interviews and employment, service providers can assist with finding access to low or no-cost hair stylists and barbers. Some county vocational-technical schools and community colleges offer free haircuts with their cosmetology students, service providers should reach out to their local school/college.

Resources:

<https://www.nj211.org/resource-search/taxonomy/BM-6500.6500-650>

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<https://cfbnj.org/hygieneprograms/>

<https://allianceforperiodsupplies.org/allied-programs-2/>

[https://www.jerseycares.org/First Night Kit Agency Request](https://www.jerseycares.org/First_Night_Kit_Agency_Request)

<https://www.njconsumeraffairs.gov/cos/Documents/New-Jersey-State-Board-of-Cosmetology-and-Hairstyling-School-List.pdf>

[https://www.nj211.org/resource-search/taxonomy/BM-6500.1500-950/\\_/1](https://www.nj211.org/resource-search/taxonomy/BM-6500.1500-950/_/1)

### 6. Food insecurity

Food insecurity is another obstacle P2R program participants may face. Hunger impacts a person's physical and mental health. Access to nutritious, affordable food is a necessity for stable employment. Service providers can help with individuals' food needs through referrals to food pantries and similar agencies.

Resources:

<https://thefoodtrust.org/>

[Nyssa Entrekin](#), MS, RD, Associate Director of [Healthy Food Access](#)

[Heidi Gorniok](#), RD, Director of [Community Nutrition](#)

<https://www.nj211.org/dont-go-hungry-get-help>

<https://www.nj.gov/humanservices/njsnap/index.shtml>

<https://cfbnj.org/findfood/>

### 7. Other

General resources:

<https://www.state.nj.us/humanservices/dfd/programs/workfirstnj/>

<https://www.fcc.gov/acp>

<https://nj.gov/humanservices/home/digitalaccessforall.shtml>

<https://www.njhelps.gov/>

## DEVELOPING AN INDIVIDUAL EMPLOYMENT PLAN

### 8. Examples, forms etc.

<https://www.nj.gov/labor/wioa/documents/techassistance/WD-PY19-8%20IEP%20Policy.pdf>

<https://www.youtube.com/watch?v=Jkryq1-adPI>

<https://nvworkforceconnections.org/Admin/attach/ADW-030-03%20Assessment%20and%20IEP%20%5BPDF%5D.pdf> [pages 11-14]

<https://oklahomaworks.gov/wp-content/uploads/2019/07/3d.-OWDI-03-2019-Individual-Employment-Plan.pdf> [pages 4-9]

Each participant in the P2R program is unique and therefore has specific goals, skillsets, and barriers. The Individual Employment Plan (IEP) is an evolving tool that helps identify the participant's employment goals and achieve objectives through a series of steps: needs assessment, identification of employment goals and objectives (short and long term), development of a service plan, and achievement of employment goals (NJDOL, 2020). Plus, the IEP helps identify any barriers to employment and addresses barriers through ongoing case management.

Service providers and P2R program participants work together to develop service plans to address any gaps. The IEP should continuously be evaluated and updated to support the participants' evolving needs and goals while in the program. The IEP is also reviewed by Department of Labor Program Specialists during site visits as additional support. Examples of IEP components are:

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- *Assessment of individual barriers*  
Interview and ongoing case management
- *Personal circumstances (childcare, justice involvement, learning disabilities)*  
Assessment in academic, career interest, and support needs
- *Readiness skills, digital literacy*  
Documentation and review of work history, existing skills, and skill gaps
- *Utilization of an Individual Placement Support (IPS) Model*

Based on the intake assessment, individuals may need further training or services to aid in gaining employment and generally fall into three categories: a) direct placement, b) work readiness training to placement, or c) training to placement.

<https://ipsworks.org/index.php/what-is-ips/>

<https://ipsworks.org/index.php/library/>

<https://store.samhsa.gov/sites/default/files/sma08-4364-trainingfrontlinestaff.pdf>

[https://www.nasmhpd.org/sites/default/files/2022-10/IPS\\_Resource\\_Guide\\_508.pdf](https://www.nasmhpd.org/sites/default/files/2022-10/IPS_Resource_Guide_508.pdf)

- *Assessment of co-occurring disorders/mental health issues and trauma*  
Many participants experience co-occurring disorders and trauma and need additional assessment and care for these issues. P2R program service providers should recommend resources and refer individuals to appropriate agencies/organizations. Source: State of New Jersey Department of Labor and Workforce Development. (2020, January 17). *New Jersey Workforce Innovation Notice*. <https://www.nj.gov/labor/wioa/documents/techassistance/WD-PY19-8%20IEP%20Policy.pdf>

### VII. Preparation for employment

#### OBTAINING EDUCATION AND TRAINING

After developing the IEP, service providers should help participants find and connect with suitable resources. Service providers will collaborate with individuals on implementing an action plan for addressing logistical issues and obtaining training.

General resources for education and training:

<https://www.nj.gov/labor/career-services/education-training/adult-education/index.shtml>

<https://nj.metrixlearning.com/landing.cfm>

<https://njworkforce.org/njbiaorig/>

Urban Leagues in NJ (<http://www.ulohc.org/>, <http://www.uloucnj.org/home.aspx>, <https://www.ulmcnj.org/>, <https://ulec.org/>)

[https://www.state.nj.us/csc/employees/training/classroom/all\\_training\\_classes.html](https://www.state.nj.us/csc/employees/training/classroom/all_training_classes.html)

Specific resources:

1. Work readiness

<https://www.nj.gov/labor/career-services/education-training/workforce-learning/index.shtml>

<https://edu.gcfglobal.org/en/topics/workplaceskills/#>

2. Peer support

<https://www.njpn.org/peer-certifications>

<https://www.rwjbh.org/treatment-care/institute-for-prevention-and-recovery/programs/peer-recovery-program/>

<https://www.mhanj.org/consumer-connections/>

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3. High school GED

<https://edu.gcfglobal.org/en/topics/ged/#>

<https://www.nj.gov/education/adulted/pathways/ged/>

<https://www.njstatelib.org/press-links/nj-libraries-offer-free-ged-online-preparation-assistance/>

4. Computer training

<https://edu.gcfglobal.org/en/subjects/tech/#>

<https://www.nj211.org/resource-search/taxonomy/PL-7400.1500>

[https://www.njstatelib.org/services\\_for\\_libraries/resources/new-jersey-public-libraries/](https://www.njstatelib.org/services_for_libraries/resources/new-jersey-public-libraries/)

5. Technical training - technical training programs and trainings for CDL, OSHA, CPR

<https://www.state.nj.us/mvc/drivertopics/gettingcdl.htm>

<https://www.nj.gov/labor/safetyandhealth/consultations-trainings/private-sector-safety-training/>

<https://www.redcross.org/local/new-jersey/take-a-class/cpr>

<https://www.rwjbh.org/treatment-care/training-center/>

6. Food service (Food Trust)

<https://thefoodtrust.org/>

[Nyssa Entrekin](#), MS, RD, Associate Director of [Healthy Food Access](#)

[Heidi Gorniok](#), RD, Director of [Community Nutrition](#)

<https://cfbnj.org/foodservicetrainingacademy/>

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### ADDITIONAL SUPPORT AND TREATMENT FOR SUD, MENTAL HEALTH, LEARNING/PROCESSING ISSUES

<b>Finding Treatment for Substance Use Disorder</b>	
<a href="#">ReachNJ</a> 844-732-2465	Helpline for New Jersey residents looking for help with a substance use disorder.
<a href="#">FindTreatment.gov</a> 800-662-4357	U.S. Department of Health & Human Services’ treatment facility locator of mental and substance use disorders.
<a href="#">Finding Quality Treatment for Substance Use Disorders</a>	SAMHSA’s brief guide with questions to ask when searching for a treatment program.
<a href="#">Opioid Treatment Program Directory</a> <a href="#">Addiction Services Treatment Directory</a>	SAMHSA’s directory of opioid treatment programs by state. New Jersey Department of Human Services’ directory of opioid treatment programs in the state.
<b>Peer Support for People in Recovery for Substance Use Disorder</b>	
<a href="#">Recovery Community Organization Directory</a>	A list of nonprofit organizations that promote education, recovery support services, and advocate for equitable policies for people in recovery.
<a href="#">SMART Recovery</a>	Self-Management and Recovery Training is a nonprofit recovery community offering support meetings for people with substance use disorder and their families/friends.
<a href="#">Narcotics Anonymous NA in NJ</a> <a href="#">Dual Recovery Anonymous</a>	A 12-step program for people in recovery. A 12-step program for people with a dual diagnosis (“chemically dependent” and “also affected by an emotional or psychiatric illness”).
<b>Support for Friends/Family of People with Substance Use Disorder</b>	
<a href="#">NJ Connect for Recovery</a> 855-652-3737, TTY: 877-294-4356	Helpline and resources focused on helping family members and friends dealing with a loved one’s substance use disorder
<a href="#">Nar-Anon Family Groups</a> <a href="#">Nar-Anon Family Groups of NJ</a>	A 12-step program for family and friends affected by a loved one’s substance use disorder.
<a href="#">CarePlus New Jersey Family Support Center Program</a>	Provides family support services for families in Bergen, Essex, Hudson, Morris, Passaic, Sussex and Warren counties whose loved ones suffer from a substance use disorder
<a href="#">Prevention Resources Family Support Center Program</a>	Provides family support services for families in Hunterdon, Mercer, and Somerset counties whose loved ones suffer from a substance use disorder
<a href="#">Prevention Links Family Support Center Program</a>	Provides family support services for families in Middlesex, Monmouth, and Union counties whose loved ones suffer from a substance use disorder
<a href="#">Center for Family Services Family Support Center Program</a> <a href="#">SMART Recovery</a>	Provides family support services for families in central and southern New Jersey whose loved ones suffer from a substance use disorder Self-Management and Recovery Training is a nonprofit recovery community offering support meetings for people with substance use disorder and their families/friends.
<b>Learning Disabilities</b>	
<a href="#">Support and Resources for Adults with LD</a>	A list of resources for adults with learning disabilities provided by Learning Disabilities Association of America.
<a href="#">3 Tips for Managing a Learning Disability in Adulthood</a>	National Institutes of Health’s brief video series with approaches to help adults manage their learning disabilities.
<b>Mental Health</b>	
<a href="#">988 Suicide &amp; Crisis Lifeline</a>	A national network of local crisis centers that provides free and confidential emotional support to people in suicidal crisis or emotional distress.
<a href="#">Living Mentally Healthy</a>	Mental Health America provides ideas and resources to live a mentally healthier life.

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### VIII. Developing employer networks

To successfully place individuals in jobs, service providers must develop and maintain a network of potential employers. Service providers may leverage existing partnerships to build an employer network for the P2R program. In such cases, the employers know and trust the parent agency and may already be willing to provide employment to P2R individuals.

Service providers can grow their employer network by conducting outreach and meeting one-on-one with hiring managers to build rapport and trust. Some service providers rely on a dedicated employer specialist who reaches out to develop relationships with new employers. Other service providers identify new employer partners by cold calling businesses, engaging local Chambers of Commerce, and utilizing One-Stop Career Center business teams.

#### 1. Tools to help with outreach to employers

<https://www.skillscommons.org/bitstream/handle/taacct/17155/support-materials-effective-employer-outreach-sunpath-unm-v.pptx?sequence=1&isAllowed=y> [slides 31-38]

[https://www.illinoisips.org/uploads/7/7/3/0/77304757/e1\\_common\\_pitch\\_guide.pdf](https://www.illinoisips.org/uploads/7/7/3/0/77304757/e1_common_pitch_guide.pdf) [pages 8-14]

<https://www.illinoisworknet.com/Pages/Article.aspx?ArticleId=200>

#### 2. Developing relationships employers in the community etc.

#### 3. Potential employers

##### ▪ Peer recovery programs

<https://www.njpn.org/peer-programs>

<https://www.state.nj.us/humanservices/dmhas/home/hotlines/Recovery%20Centers%20rev%207-14-23.pdf>

<https://www.state.nj.us/humanservices/dmhas/resources/services/recovery/Regional%20and%20CPRC%20Infographic%207-28-23.pdf>

##### ▪ Supermarkets/grocery

[https://www.nj.com/bergen/2017/09/the\\_10\\_biggest\\_supermarket\\_chains\\_in\\_nj\\_and\\_the\\_upstarts\\_gunning\\_for\\_them.html](https://www.nj.com/bergen/2017/09/the_10_biggest_supermarket_chains_in_nj_and_the_upstarts_gunning_for_them.html)

##### ▪ Food service

<https://www.nj.gov/agriculture/applic/forms/Fm221%20FSMCDirReg%20FSMC18-19.pdf>

<https://www.njrha.org/>

##### ▪ Retail

<https://www.nj.gov/casinos/services/info/career/>

<https://njbmagazine.com/monthly-articles/new-jerseys-top-employers/>

<https://www.choosenj.com/new-jerseys-assets/stats-and-facts/new-jersey-profile/>

### IX. Sustaining the P2R program

Several best practices have been shown to help service providers sustain their P2R programs. To maintain success, service providers require a minimum of two full-time staff members dedicated solely to P2R program participants case management needs. Allocating funding for long-term transportation solutions is critical for program sustainability. Service providers must continue to support participants through the stress of transitioning to a new job which may be accomplished through ongoing peer support.



# Tools for Employers

## Section 2



# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

### HIRING AND EMPLOYING PEOPLE IN RECOVERY

#### I. Understanding Your Applicant Pool

##### HIRING A PERSON IN RECOVERY

As synthetic opioids like fentanyl are on the rise, increasing the risk of overdose, the U.S. is currently facing what is called the fourth wave of the opioid crisis (REF 9, 121, 122, 123). Almost three million people over 12 years old had OUD in 2020 with most of those people misusing prescription opioids (REF 220). OUD affects people of all ages, races, genders, ethnicities, and socioeconomic levels. These statistics are frightening, but thankfully there are many paths to recovery for people with OUD.

The Substance Abuse and Mental Health Services Administration describes recovery “as a process of change through which individuals improve their health and wellness, live self-directed lives, and strive to reach their full potential” (REF 93). With over 20 million adults who have a history of SUD self-described as recovering or in recovery (REF 98), employers have likely already hired a person in recovery—with or without knowledge of the worker’s substance use history. Plus, stable employment has been proven to help people in recovery continue to not actively use drugs (REF 9, 95, 213, 214).

Becoming a recovery friendly—or recovery supportive—workplace is a way for places of employment to make a positive difference in countless peoples’ lives and to help lessen the impact of the ongoing opioid crisis. Recovery friendly workplaces reduce the hurdles employees in recovery face and encourage the health, safety, and hope of all employees.

##### IMPACTS ON EMPLOYMENT

Untreated substance use negatively affects the workplace. Employees with SUD are at greater risk for injury to themselves and their coworkers, they are absent more often from work than their peers, and they are less productive on the job (REF 9, 12, 97, 102, 103, 105, 205).

Stable employment helps an individual in recovery rebuild a healthy, productive, and meaningful life. On a practical level, having a job provides a person in recovery with greater financial stability. Going to work also has emotional benefits—offering a sense of purpose and an expanded social network.

##### SUPPORTING INDIVIDUALS IN RECOVERY

According to the U.S. Department of Health and Human Services, “Drug addiction, including an addiction to opioids, is a disability under Section 504 of the Rehabilitation Act, the Americans with Disabilities Act, and Section 1557 of the Affordable Care Act, when the drug addiction substantially limits a major life activity” (REF 206). Examples of common accommodations for individuals in recovery include altered break or work schedules—allowing attendance to supportive services or therapy sessions, change in shift assignments, and temporary transfer to another position (REF 208, 209, 210).

Other actions employers can take to support all employees include offering wellness programming, sponsoring alcohol-free social events, and hosting mental health workshops.

# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

Employee/Employer Specific Resources	
<a href="#">Serious Health Condition - Leave for Treatment of Substance Abuse</a>	Basic information regarding substance abuse and the Family and Medical Leave Act (FMLA).
<a href="#">Accommodation and Compliance Series: Employees with Drug Addiction</a>	Job Accommodation Network’s document for employers in determining Americans with Disabilities Act (ADA) compliant accommodations for employees with a substance use disorder.
<a href="#">Accommodation and Compliance: Drug Addiction</a>	Detailed information about accommodation and compliance as related to drug addiction from the Job Accommodation Network.
<a href="#">Use of Codeine, Oxycodone, and Other Opioids: Information for Employees</a>	U.S. Equal Employment Opportunity Commission’s questions and answers pertaining to opioid addiction and the Americans with Disabilities Act (ADA).
<a href="#">The ADA, Addiction, Recovery, and Employment</a>	Factsheet developed by the New England ADA Center.
<a href="#">Job Accommodations for Individuals in Recovery</a>	Recording of a webinar presented by Job Accommodation Network (JAN) on reasonable accommodations in the workplace for individuals with addiction and substance use disorders.
<a href="#">Pre- and Post-Job Offer Questions: Guidance for Employers and Human Resource Personnel</a>	Tips provided by Learning Disabilities Association of America about disability-related questions.
<a href="#">Employer Assistance and Resource Network on Disability Inclusion</a>	EARN provides information and resources to help employers create workplaces that are inclusive of people with disabilities.
<a href="#">Workplace Literacy and Basic Skills Training Program: Language Training</a>	List of community college contacts to reach out to for free training to improve the workplace communications and literacy of your employees.
<a href="#">Federal Plain Language Guidelines</a>	Guidelines for government documents issued to the public to be written clearly which can be applied to all businesses.
<a href="#">SAMHSA’s Concept of Trauma and Guidance for a Trauma-Informed Approach</a>	An introductory guide to the concept of trauma with a framework for becoming a trauma-informed organization, system, or service sector.
<a href="#">A Trauma-Informed Approach to Workforce</a>	The National Fund for Workforce Solutions’ introductory guide for becoming a trauma-informed organization.
<a href="#">A Supervisor’s Guide to Building and Sustaining a Mental Health-Friendly Workplace</a>	WellSpan Health’s employee assistance program’s guide for creating a mental health-friendly workplace.
<a href="#">Initiatives to Prevent Opioid Misuse and Promote Recovery Friendly Workplace Programs</a>	National Institute of Environmental Health Services document highlights examples of recovery friendly workplace programs.
Other state’s toolkits: <a href="#">Connecticut’s The Recovery Friendly Workplace Toolkit</a> <a href="#">The Colorado Recovery Friendly Workplace Toolkit</a>	

### BENEFITS OF HIRING OPIOID IMPACTED INDIVIDUALS

Benefits of hiring opioid impacted individuals and creating a “recovery friendly,” safe, and supportive place of employment and According to the research, employers gain from hiring opioid impacted individuals and becoming recovery friendly workplaces. Productivity improves, employee retention increases, healthcare costs go down, and the risk of substance-related workplace injuries decrease. When an employer is willing to hire and support individuals in recovery, they significantly expand their potential candidate pool (REF 9, 12, 71, 103, 105, 214, 221).

# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

What the research shows:

“Health care utilization and costs are lower for workers in recovery than for workers with an untreated SUD, by an average of \$536 per year. A family member in recovery costs employers \$262 less in health care claims than a family member with an untreated SUD” (REF 105).

“Employees who get effective substance use treatment and recovery support can, on average, avoid \$8,817 in annual costs” (REF 71).  
“Employees in recovery take less unscheduled leave than their colleagues. On average, they miss 13.7 fewer workdays than employees with an active substance use disorder and 3.6 fewer workdays than an average employee” (REF 71, 105).

“Employees in recovery stay with their employers at almost identical rates as their co-workers. Compared to those with active addictions, employees in recovery can save their organization up to \$4,000 in turnover and replacement costs” (REF 71).

### UNDERSTANDING LOGISTICAL BARRIERS AND TOOLS FOR SUPPORT

Chances are employers already have employees who are struggling with SUD or who are in recovery. Pathways to Recovery service providers assist employers by helping employees deal with common barriers such as transportation, housing, clothing, work equipment, childcare, lack of ID/documentation, personal hygiene, and food insecurity.

Employers can take actions, too:

- Establish an Employee Assistance Program
- Help make childcare affordable (see [ChildCare Aware of New Jersey](#) for tips and resources)
- Take part in one of the [NJ Transit Employer Programs](#)
- Offer financial incentives for commuting options (see [Smart Moves: A Program for NJ Employers](#))
- Encourage carpooling (see [EZ Ride](#))
- Provide free uniforms or company apparel (refer employees to [WorkFirst NJ's](#) information about work expenses)

## II. Employer Education

### HOW TO RECOGNIZE A SUBSTANCE USE DISORDER

Signs that an employee might be struggling with SUD: (REF 12, 40, 72, 73)

- Increased absenteeism, increased used of sick time or vacation time
- A drop in work performance, inconsistent quality of work
- Neglected physical appearance and personal hygiene
- Concerning behaviors, sudden changes in behavior
- Difficulty or inability to focus, confusion
- Isolation or withdrawal from colleagues
- Accidents, safety issues

### SIGNS AND SYMPTOMS OF OPIOID INTOXICATION AND OVERDOSE

Signs and symptoms of opioid intoxication: (REF 51-52)

- Euphoria
- Constricted/Small Pupils
- Hypothermia (low body temperature)
- Drowsiness/Sleepiness
- Vomiting
- Constipation
- Slowed breathing
- Decreased awareness, increased confusion

Signs and symptoms of opioid overdose: (REF 53, 54, 151)

- Unable to wake up or respond to outside stimulus
- Slow, shallow, erratic breathing
- Choking or gurgling sounds

# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

- Cold, clammy skin
- People with darker skin: Skin tone turns grayish or ashen
- People with lighter skin: Skin tone turns purplish or blue
- Slow heartbeat, low blood pressure
- Pinpoint pupils

### INFORMATION ABOUT TREATMENT, RELAPSE, AND RECOVERY

When a person is no longer actively using drugs, they are in recovery. The recovery journey is continuous. Individuals with a history of OUD may move through rounds of treatment, remission, and recurrence for years or even for a lifetime. Relapse does not signal that a person is weak or lacks motivation. Relapse is an anticipated phase of a person's long-term recovery journey.

Stable employment, help from family and friends, support groups, therapy and medication are tools that can assist a person through their individual recovery process. Recovery looks different for each individual and may include one or more of the following evidence-based treatment approaches:

- Medications for Opioid Use Disorder (MOUD)
- Outpatient treatment
- Inpatient treatment
- Long-term therapeutic community
- Peer support

#### Finding Treatment for Substance Use Disorder

<a href="#">ReachNJ</a> 844-732-2465	Helpline for New Jersey residents looking for help with a substance use disorder.
<a href="#">FindTreatment.gov</a> 800-662-4357	U.S. Department of Health & Human Services' treatment facility locator of mental and substance use disorders.
<a href="#">Finding Quality Treatment for Substance Use Disorders</a>	SAMHSA's brief guide with questions to ask when searching for a treatment program.
<a href="#">Opioid Treatment Program Directory</a>	SAMHSA's directory of opioid treatment programs by state.
<a href="#">Addiction Services Treatment Directory</a>	New Jersey Department of Human Services' directory of opioid treatment programs in the state.

#### Support for Friends/Family of People with Substance Use Disorder

<a href="#">NJ Connect for Recovery</a> 855-652-3737 TTY: 877-294-4356	Helpline and resources focused on helping family members and friends dealing with a loved one's substance use disorder
<a href="#">Nar-Anon Family Groups</a> <a href="#">Nar-Anon Family Groups of NJ</a>	A 12-step program for family and friends affected by a loved one's substance use disorder.
<a href="#">CarePlus New Jersey Family Support Center Program</a>	Provides family support services for families in Bergen, Essex, Hudson, Morris, Passaic, Sussex and Warren counties whose loved ones suffer from a substance use disorder
<a href="#">Prevention Resources Family Support Center Program</a>	Provides family support services for families in Hunterdon, Mercer, and Somerset counties whose loved ones suffer from a substance use disorder
<a href="#">Prevention Links Family Support Center Program</a>	Provides family support services for families in Middlesex, Monmouth, and Union counties whose loved ones suffer from a substance use disorder
<a href="#">Center for Family Services Family Support Center Program</a>	Provides family support services for families in central and southern New Jersey whose loved ones suffer from a substance use disorder
<a href="#">SMART Recovery</a>	Self-Management and Recovery Training is a nonprofit recovery community offering support meetings for people with substance use disorder and their families/friends.

# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

### THE BENEFITS OF HIRING OPIOID IMPACTED INDIVIDUALS

According to the research, employers gain from hiring opioid impacted individuals and becoming recovery friendly workplaces. Productivity improves, employee retention increases, healthcare costs go down, and the risk of substance-related workplace injuries decrease. When an employer is willing to hire and support individuals in recovery, they significantly expand their potential candidate pool. (REF 9, 12, 71, 103, 105, 214, 221)

### ISSUES RELATED TO SUBSTANCE USE DISORDER: MENTAL HEALTH AND TRAUMA

As introduced earlier in the toolkit, trauma, mental health disorders, and SUD are related and often co-occur (REF 115, 135, 168, 215). A proven method for employers to support individuals with co-occurring disorders and those in recovery is to create a trauma-informed workplace.

The following beliefs should ground a trauma-informed approach according to SAMHSA's *The Four "R"s: Key Assumptions in a Trauma-Informed Approach*: (REF 108, 109, 169)

1. Realization: All people in the business/organization understand the widespread impact of trauma and how it can affect employees.
2. Recognition: All people in the business/organization can recognize the common signs of trauma.
3. Response: The business/organization responds by integrating knowledge about trauma into policies, procedures, and practices.
4. Resisting re-traumatization: The business/organization creates a healthy environment, not stressful or toxic, to avoid re-traumatizing individuals.

Empathy is at the heart of a trauma-informed approach (REF 108, 109, 110, 169). Employers should remember to be compassionate and give employees the benefit of the doubt, keeping in mind that the goal is to have a productive employee. The Domestic/Intimate Partner Violence and the Workplace Committee of New Brunswick provide practical tips in their [Being A Trauma-Informed Employer](#) fact sheet.

Additional resources:

[SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach](#)  
[A Trauma-Informed Approach to Workforce](#)  
[A Supervisor's Guide to Building and Sustaining a Mental Health-Friendly Workplace](#)

### HOW TO MITIGATE ANY POTENTIAL RISKS OF HIRING OPIOID IMPACTED INDIVIDUALS

Resources for supporting employees in recovery and for becoming a recovery-friendly, safe, and supportive workplace.

1. Addressing Individual level challenges (tools to address each)
  - Resources for individuals involved with the criminal justice system

Individuals with SUD are sometimes involved with the justice system. This situation makes finding a job challenging due to employer stigma against applicants with previous justice system involvement. Employers who are willing to give a person with a history of legal issues another chance can benefit greatly. According to research, employees with justice involvement stay in their jobs at higher rates than those without such histories (REF 222, 223).

For some individuals, particularly those involved in Drug Court or Recovery Court, employment is a condition of the successful resolution of their legal issues. Collaboration with a P2R service provider can be especially helpful in these cases.

Resources:

<https://www.eeoc.gov/employers/small-business/criminal-records>  
<https://hbr.org/2020/09/give-job-applicants-with-criminal-records-a-fair-chance>  
<https://www.gettingtalentbacktowork.org/>  
[https://csgjusticecenter.org/wp-content/uploads/2021/02/REENTRY\\_MYTHBUSTERS.pdf](https://csgjusticecenter.org/wp-content/uploads/2021/02/REENTRY_MYTHBUSTERS.pdf)



# Pathways to Recovery Toolkit

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- Learning differences

An employee's history of SUD may be related to a known or unknown learning difference such as dyslexia or attention deficit hyperactivity disorder (ADHD). A general understanding of learning differences can greatly help employers support staff in recovery.

Learning differences—sometimes called learning issues, learning disability, learning disorder, or attention issues—impact a person's ability to understand/use spoken or written language, do math, and/or direct attention. There is no single cause of learning disabilities, but there are risk factors that may contribute to them such as genetics, toxin exposure, trauma, or difficulty during pregnancy and birth.

According to the National Center for Learning Disabilities, about twenty percent of people in the U.S. have learning and attention issues (REF 184). These lifelong brain-based difficulties vary in severity from person to person. Learning differences are not the same as intellectual disabilities and do not reflect a person's intelligence.

Some adults with a known learning difference may have developed strategies to compensate or adapt over the years. Others may have areas of difficulty at work with reading, following directions, memory, or organization. Not all employees with a learning disability will disclose this information to their employer. For those who do, employers should be aware of the Rehabilitation Act of 1973 (RA) and the Americans with Disabilities Act of 1990 (ADA) and work with the employee on appropriate accommodations (REF 60, 61, 69, 183-194).

[Pre- and Post-Job Offer Questions: Guidance for Employers and Human Resource Personnel](#)  
[Employer Assistance and Resource Network on Disability Inclusion](#)  
[Support and Resources for Adults with LD](#)  
[3 Tips for Managing a Learning Disability in Adulthood](#)

- Relapse

Though relapse rates are higher for people in the initial stages of recovery, anyone in recovery can relapse. Each person's triggers are unique, yet employers can create a workplace that is supportive of people in recovery.

Actions employers can take:

- Promote healthy activities and wellness
- Reduce stressors (examples: extra work demands, personal conflict, or dangerous work)
- Support positive, alcohol- and drug-free socializing among co-workers
- Keep lines of communication open
- Develop a return-to-work plan with employee that includes needed accommodations (review and update the plan regularly)
- Encourage a stigma-free work environment
- Provide space and time for self-help group meetings

Resources:

[Serious Health Condition - Leave for Treatment of Substance Abuse](#)  
<https://askjan.org/publications/consultants-corner/Last-Chance-Agreements-for-Employees-with-Drug-and-Alcohol-Addictions.cfm>  
<https://www.samhsa.gov/workplace/employer-resources/supervisor-training>

### 2. Addressing Job Fit

- Environment
- Productivity demands

### 3. Addressing bias/stigma

There is a stigma around SUD which impacts employers' willingness to hire individuals in recovery. According to SAMHSA, stigma is "A negative perception associated with a circumstance, quality, or person" (REF 96). Several factors influence the stigma of SUD including blame, stereotypes of dangerousness and unpredictability, knowledge about SUD, media portrayals, race, ethnicity, and culture (REF 39, 40).

Studies show there is a major impact of stigma on people in recovery. Stigma damages self-esteem, increases stress, prevents people from seeking help, and increases discrimination (REF 12, 39).

# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

Employers can take actions to reduce the stigma surrounding SUD (REF 12, 70, 71, 74, 75, 138, 161, 162):

- Educate employees about SUD, evidence-based treatments, and stigma
- Recognize SUD is a chronic medical condition, not a moral failing
- Listen without judgement
- Treat all employees with dignity and respect
- Demand equality in medical coverage
- Celebrate recovery

### III. Tools for Employers

#### WHAT IS A “RECOVERY FRIENDLY” AND SAFE/SUPPORTIVE WORK ENVIRONMENT?

Recovery friendly workplaces encourage the health, hope, and safety of all of their employees. These are employers who support their businesses by keeping employees in recovery on the job.

At the most basic level, recovery friendly workplaces...

- Promote a healthy, safe workplace
- Champion employees in recovery
- Create a more inclusive workplace
- Address stigma around opioid misuse
- Apply research-based practices

#### 1. Steps

Employers can take some or all these proven steps to help make their workplace recovery friendly (REF 9, 12, 70, 71, 73, 74, 76, 96, 102, 103, 211, 212).

- Identify the purpose and objectives of a recovery friendly workplace
- Complete an internal assessment of the business’s current health and safety practices - sample questions can be found here:
  - CT Department of Labor, CT Department of Public Health & Department of Mental Health and Addiction Services’ [The Recovery Friendly Workplace Toolkit](#), p. 31, p. 58
  - Peer Recovery Center of Excellence’s [Recovery Friendly Workplace Toolkit](#), p. 11
- Get buy-in from leadership and key stakeholders
- Apply the practices of a recovery friendly workplace
  - Educate employees
  - Train leaders
  - Revise policies
  - Increase prevention efforts
  - Connect to resources
- Continue the work (ongoing actions):
  - Educate employees
    - SUD
    - Evidence-based treatments
    - Stigma
  - Train managers/supervisors/leadership
    - Recognizing signs of SUD
    - Understanding of workplace policies involving substance use
    - Reducing stigma around substance use and recovery
    - Supporting confidentiality
  - Offer wellness programs that promote employees’ physical and mental health
  - Form relationships with local recovery community organizations

# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

- Communicate workplace policies on substance use
- Inform employees about available resources
- Remain alcohol conscious
  - Work events alcohol-free (or provide non-alcoholic options)
  - Healthy fun social events instead of or in addition to happy hour
- Purchase naloxone and provide training
- Offer peer support programs
- Perform annual assessment of recovery friendly workplace initiatives (see CT Department of Labor, CT Department of Public Health & Department of Mental Health and Addiction Services' [The Recovery Friendly Workplace Toolkit](#), p. 60)
- Employ workers in recovery
- Promote safe use, storage and disposal of prescription pain medications and sponsor take-back events
- Evaluate employee assistance and health insurance programs

▪ Reduce injury risk

Resources:

<https://www.nsc.org/workplace/resources/opioids-at-work-employer-toolkit>

<https://www.nsc.org/getmedia/faa1aa63-c295-4117-a434-0dab2bdce3d6/prevention.pdf>

[https://tools.niehs.nih.gov/wetp/opioid\\_files/WTP%20Opioids%20Initiative%2002152022\\_508.pdf](https://tools.niehs.nih.gov/wetp/opioid_files/WTP%20Opioids%20Initiative%2002152022_508.pdf)

### 2. Narcan training

Naloxone is a safe and effective medicine that quickly reverses the effects of an opioid overdose (REF 26, 27, 31). Most people know the brand name NARCAN® which became the first FDA approved over-the counter naloxone nasal spray in March 2023 (REF 154). According to a 2019 CDC analysis, almost 40% of opioid and stimulant overdose deaths occur while a bystander is present (REF 152). Employers can help save lives by making Narcan available in the workplace and providing Narcan training to all of their employees.

#### Naloxone: Distribution and Training

[NJ Harm Reduction Centers](#)

[Rutgers University's Opioid Overdose Prevention Network](#)

[New Jersey Harm Reduction Coalition: Get/Refill Naloxone](#)

[NJ Department of Health's Naloxone \(Narcan®\) Distribution and Training](#)

#### HOW TO SPEAK WITH AN EMPLOYEE ABOUT DRUGS/ALCOHOL

##### (WHAT TO DO IF AN EMPLOYEE IS USING DRUGS/ALCOHOL AND IT IS IMPACTING WORK)

Before speaking with an employee about possible drug or alcohol related issues, an employer must be observant and document their concerns. Employers are not responsible for diagnosing the problem but can help by dealing with performance or conduct issues and holding an employee accountable for their actions (REF 224). Consult with the company's human resources professionals and Employee Assistance Program, if available.

When discussing potential drug or alcohol issues with employees, the employer should use person-first language and terms that avoid negative judgements.

# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

<i>Instead of</i>	<i>Use</i>
Addict, Junkie, Druggie, User	Person with a substance use disorder, person with an opioid addiction, person in recovery, [person's name] "is in active use"
Drug abuse	Substance use, misuse, used other than prescribed
Habit	Substance use disorder, drug addiction
Clean	In recovery, not actively using drugs
Dirty	Actively using drugs

Resources:

<https://www.samhsa.gov/workplace/employer-resources/prepare-workplace>

<https://www.opm.gov/policy-data-oversight/worklife/reference-materials/alcoholism-in-the-workplace-a-handbook-for-supervisors/>

<https://www.ipnfl.org/resources/employer-information/>

<https://hrdailyadvisor.blr.com/2018/09/13/how-to-approach-an-employee-who-might-be-dealing-with-addiction/>

<https://www.usccr.gov/files/pubs/ada/ch4.htm>

<https://adata.org/factsheet/ada-addiction-recovery-and-employment>

<https://onlinegrad.syracuse.edu/blog/what-family-and-loved-ones-should-know-about-relapse/>

# Pathways to Recovery Toolkit

## Section 2 - Tools for Employers

### INFORMATION FOR TREATMENT THAT EMPLOYERS CAN GIVE TO EMPLOYEES

Finding Treatment for Substance Use Disorder	
<a href="#">ReachNJ</a> 844-732-2465	Helpline for New Jersey residents looking for help with a substance use disorder.
<a href="#">FindTreatment.gov</a> 800-662-4357	U.S. Department of Health & Human Services' treatment facility locator of mental and substance use disorders.
<a href="#">Finding Quality Treatment for Substance Use Disorders</a>	SAMHSA's brief guide with questions to ask when searching for a treatment program.
<a href="#">Opioid Treatment Program Directory</a>	SAMHSA's directory of opioid treatment programs by state.
<a href="#">Addiction Services Treatment Directory</a>	New Jersey Department of Human Services' directory of opioid treatment programs in the state.
Peer Support for People in Recovery for Substance Use Disorder	
<a href="#">Recovery Community Organization Directory</a>	A list of nonprofit organizations that promote education, recovery support services, and advocate for equitable policies for people in recovery.
<a href="#">SMART Recovery</a>	Self-Management and Recovery Training is a nonprofit recovery community offering support meetings for people with substance use disorder and their families/friends.
<a href="#">Narcotics Anonymous</a> <a href="#">NA in NJ</a>	A 12-step program for people in recovery.
<a href="#">Dual Recovery Anonymous</a>	A 12-step program for people with a dual diagnosis ("chemically dependent" and "also affected by an emotional or psychiatric illness").
Support for Friends/Family of People with Substance Use Disorder	
<a href="#">NJ Connect for Recovery</a> 855-652-3737 TTY: 877-294-4356	Helpline and resources focused on helping family members and friends dealing with a loved one's substance use disorder
<a href="#">Nar-Anon Family Groups</a> <a href="#">Nar-Anon Family Groups of NJ</a>	A 12-step program for family and friends affected by a loved one's substance use disorder.
<a href="#">CarePlus New Jersey Family Support Center Program</a>	Provides family support services for families in Bergen, Essex, Hudson, Morris, Passaic, Sussex and Warren counties whose loved ones suffer from a substance use disorder
<a href="#">Prevention Resources Family Support Center Program</a>	Provides family support services for families in Hunterdon, Mercer, and Somerset counties whose loved ones suffer from a substance use disorder
<a href="#">Prevention Links Family Support Center Program</a>	Provides family support services for families in Middlesex, Monmouth, and Union counties whose loved ones suffer from a substance use disorder
<a href="#">Center for Family Services Family Support Center Program</a> <a href="#">SMART Recovery</a>	Provides family support services for families in central and southern New Jersey whose loved ones suffer from a substance use disorder  Self-Management and Recovery Training is a nonprofit recovery community offering support meetings for people with substance use disorder and their families/friends.

# Tools for People in Recovery

## Section 3





# Pathways to Recovery Toolkit

## Section 3 - Tools for People in Recovery

### I. Pathways to Recovery Program overview

People with opioid use disorder are more successful in their recovery when they are employed. The following support providers offer training, career services, and support to individuals recovering from opioid use disorder. Individuals interested in the Pathways to Recovery services can reach out directly to the contact person in their county to continue their journey to recovery through employment.

### II. Current P2R programs and contact information

Region	Contact Person	Organization	Phone Number	Email Address
Southern New Jersey (Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem Counties)	Danielle Yeager	Center for Family Services, Inc.	609-206-3846	<a href="mailto:danielle.yeager@centerffs.org">danielle.yeager@centerffs.org</a>
Central New Jersey (Hunterdon, Middlesex, Monmouth, Mercer, Ocean, Somerset, and Union Counties)	Vivian Harmon	African American Chamber of Commerce of New Jersey	609-200-5902	<a href="mailto:vharmon@aaccnj.com">vharmon@aaccnj.com</a>
Northern New Jersey (Bergen, Essex, Hudson, Morris, Passaic, Sussex, and Warren Counties)	Marvis Brown	Blessed Ministries, Inc.	973-733-WORK (9675)	<a href="mailto:mbrown@bmiworks.org">mbrown@bmiworks.org</a>
Northern New Jersey (Bergen, Essex, Hudson, Morris, Passaic, Sussex, and Warren Counties)	Gilberto Romero	International Communication Solutions-Workforce Advantage	201-865-1199	<a href="mailto:Gilberto.romero@workforceadvantageusa.com">Gilberto.romero@workforceadvantageusa.com</a>

### III. Considering stage of recovery and readiness to work

During the P2R program intake assessment, a case manager will gather information related to the participant's personal background, education, employment history, strengths, weaknesses, disabilities, career goals, training needs, work preference, and job readiness. The case manager or peer recovery coach will then work with the P2R program participant to develop an Individualized Employment Plan (IEP). This plan serves as an ongoing guide or roadmap to link participants with the trainings and services that seem most appropriate.

Each program participant will have unique needs regarding their readiness to work. Some program participants have a demonstrated work history and feel well equipped to return to the workforce. Other P2R participants need or desire additional training and education to become ready for employment.

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For individuals with minimal or no treatment for OUD, relapse rates are high which can be a major barrier for successful continued employment. The longer a person has been in treatment, combined with medication for opioid use disorder (MOUD), is associated with greater abstinence from opioids. Therefore, individuals further along in their recovery journey may have more success in the P2R program and in sustaining long-term employment.

### IV. Planning for Employment

The following forms of training and education are commonly used by clients in the P2R program:

#### OBTAINING EDUCATION AND TRAINING

1. Work Readiness
2. Peer Support
3. High School GED
4. Computer Training
5. Technical Training
6. Food Service (Food Trust)

#### RESOURCES FOR ADDITIONAL SUPPORT AND TREATMENT FOR SUD, MENTAL HEALTH, LEARNING/PROCESSING ISSUES

#### IMPLEMENTATION OF ACTION PLAN FOR ADDRESSING LOGISTICAL ISSUES AND TOOLS TO ADDRESS EACH

##### ▪ Childcare

Lack of or unstable childcare can be a barrier for employment. In published studies, lack of childcare is reported as one of the major barriers for seeking and continuing with substance abuse disorder treatment, particularly for mothers (SAMHSA, 2009). Also, there is evidence that childcare extends into a barrier for employment. P2R program service providers will work with individuals to find appropriate, affordable childcare solutions.

Resources:

<https://www.nj211.org/affordable-childcare>

<https://www.childcarenj.gov/>

<https://www.nj.gov/njparentlink/services/assistance/>

<https://www.childcareaware.org/families/cost-child-care/help-paying-child-care-federal-and-state-child-care-programs/>

Source: Substance Abuse and Mental Health Services Administration. (2009). Substance Abuse Treatment: Addressing the Specific Needs of Women. Treatment Improvement Protocol (TIP) Series, No. 51. HHS Publication No. (SMA) 13-4426. Rockville, MD: Substance Abuse and Mental Health Services Administration <https://store.samhsa.gov/sites/default/files/d7/priv/sma15-4426.pdf>

##### ▪ Transportation

Transportation is often a primary logistical barrier employment. P2R program service providers will assist individuals with their short- and long-term transportation needs and/or with obtaining a driver's license.

Resources:

<https://www.njtransit.com/workpass>

<https://www.nj211.org/transportation-options-new-jersey>

<https://www.state.nj.us/humanservices/dfd/programs/workfirstnj/transportation/>

<https://www.nj.gov/humanservices/dds/hottopics/transportation/>

##### 1. Lack of identification

P2R program service providers can assist individuals who need to acquire identification and other documentation such as birth certificates and social security cards.

Resources:

<https://www.usa.gov/request-documents>

<https://www.nj.gov/health/vital/order-vital/>

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<https://www.ssa.gov/number-card>  
<https://www.state.nj.us/mvc/license/nondriverid.htm>  
<https://nj.gov/mvc/index.html>

### 2. Housing

Unstable housing is a major barrier to employment. Obtaining employment without an address presents a challenge and is a significant stressor. Housing instability can also lead to relapse. P2R program service providers can help participants find assistance with housing.

Resources:

[https://www.hud.gov/topics/rental\\_assistance](https://www.hud.gov/topics/rental_assistance)  
<https://www.nj211.org/affordable-housing> <https://www.state.nj.us/humanservices/dfd/programs/ssh/>  
[https://www.nj.gov/dca/dhcr/offices/housing\\_assistance.shtml](https://www.nj.gov/dca/dhcr/offices/housing_assistance.shtml)

### 3. Work clothing/equipment, Personal hygiene

The P2R program service provider can assist participants who lack personal care items, clothing, and equipment necessary for interviews and employment.

Resources:

<https://www.nj211.org/resource-search/taxonomy/BM-6500.6500-650>  
<https://cfbnj.org/hygieneprograms/>  
<https://allianceforperiodsupplies.org/allied-programs-2/>  
[https://www.jerseycares.org/First\\_Night\\_Kit\\_Agency\\_Request](https://www.jerseycares.org/First_Night_Kit_Agency_Request)  
[https://www.nj211.org/resource-search/taxonomy/BM-6500.1500-950/\\_/1](https://www.nj211.org/resource-search/taxonomy/BM-6500.1500-950/_/1)

### 4. Food insecurity

Food insecurity is another obstacle often faced by those in recovery for SUD. Hunger impacts a person's physical and mental health. Access to nutritious, affordable food is a necessity for stable employment. P2R program service providers can help with individuals' food needs through referrals to food pantries and similar agencies.

Resources:

<https://www.nj211.org/dont-go-hungry-get-help>  
<https://www.nj.gov/humanservices/njsnap/index.shtml>  
<https://cfbnj.org/findfood/>

### 5. Other

General resources:

<https://www.state.nj.us/humanservices/dfd/programs/workfirstnj/>  
<https://www.fcc.gov/acp>  
<https://nj.gov/humanservices/home/digitalaccessforall.shtml>  
<https://www.njhelps.gov/>

## V. Managing Money

### A. Money and relapse risk

For some individuals in recovery, earning a steady paycheck can be triggering. They may fear that having money is a means to relapse. Some examples of ways that individuals can cope with this trigger may be to have a trusted family member or friend manage large sums of money.

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### VI. Managing Relapse Triggers on the Job

Individuals in short- and long-term recovery will want to work with their case manager or peer support specialist to develop a relapse prevention plan and to identify their unique triggers. Establishing a support system, and prioritizing self-care, wellness, and mental health are ways to help manage relapse triggers. The recovery journey is ongoing, so people with a history of SUD must recognize how to manage triggers and when to seek assistance to prevent relapse.

Self-Care and Wellness	
<a href="#">Creating A Healthier Life</a>	SAMHSA’s step-by-step guide to ways people can help themselves feel better emotionally and physically.
<a href="#">Your Healthiest Self: Wellness Toolkits</a>	National Institutes of Health guides for improving your well-being.
<a href="#">Journey to Wellness</a>	A self-care guide from Rutgers University’s Center of Alcohol & Substance Use Studies.
Mindfulness and Well-Being <a href="#">Apps</a>	List compiled by the Wisconsin Department of Health Services (scroll to the bottom of the webpage).
Learning Disabilities	
<a href="#">Support and Resources for Adults with LD</a>	A list of resources for adults with learning disabilities provided by Learning Disabilities Association of America.
<a href="#">3 Tips for Managing a Learning Disability in Adulthood</a>	National Institutes of Health’s brief video series with approaches to help adults manage their learning disabilities.
Mental Health	
<a href="#">988 Suicide &amp; Crisis Lifeline</a> 988	A national network of local crisis centers that provides free and confidential emotional support to people in suicidal crisis or emotional distress.
<a href="#">Living Mentally Healthy</a>	Mental Health America provides ideas and resources to live a mentally healthier life.
Managing Relapse Triggers	
<a href="#">Reducing Relapse Risk</a> (scroll down to Resource Boxes 1–3)	A list of tools to help individuals prevent relapse provided by the U.S. Department of Veterans Affairs.
<a href="#">Managing Relapse Triggers</a>	Tips from the Mind Remake Project, a therapy and mental health resource website.