Workplace Reduction of Alcohol-related Harm Project (WRAHP)

Dr Ken Pidd
Ms Jacqui Cameron
www.nceta.flinders.edu.au

State Library of Victoria, 23rd March 2016

VicHealth Workplace Health Promotion Forum – Workplaces into the Future
Project Team:
Ken Pidd, Jacqui Cameron, Ann Roche, Nicole Lee, Linder Jenner, Vinita Duraisingam, Sandra George

Project Sites:
Corex, Jayco and Hilton
 Builds on 15+ years of NCETA research

- Workforce prevalence & patterns of alcohol & drug use
- High risk workforce subgroups
- Quantification of risk
- Identification of workplace risk factors
- Evaluation of intervention strategies
Workers beliefs & behaviours
• Peer influences
• Social networks
• Safety culture
• Supervisor/manager response

Family/friends beliefs & expectations

Community social & cultural norms

Peer influences
• Safety culture
• Supervisor/manager response

Support services
• Availability
• Lack of policy
• Lack of supervision
• Lack of positive feedback

Workers beliefs & behaviours
• Targets & deadlines
• Over/under work
• Excessive hours
• Shift work

Physical environment

Workplace controls

External factors

Workplace customs

Targets & deadlines

Over/under work

Excessive hours

Shift work

Availability

Lack of policy

Lack of supervision

Lack of positive feedback

Shift work

Excessive hours

Over/under work

Targets & deadlines

Pidd & Roche 2008
Basic components of effect workplace response:
- Formal policy & procedures
- Employee awareness & supervisor/management training
- Referral/treatment pathway

But:
- Very few evaluations of effectiveness
- Little understanding of factors that contribute to success

Is a workplace intervention based on the cultural model effective in reducing alcohol-related harm?
Our worksites
Intervention component 1: Policy package

1. Illegal drugs
   Employees must not possess, distribute, sell or consume illegal drugs in the workplace. Penalty may include, loss of job and/or referral to the Police.

2. Alcohol
   Employees must not consume alcohol while at work or on Jayco premises, including lunchrooms, change rooms and car parks, except when authorised to do so for a company event by Jayco.

3. Under the influence
   Employees must not be adversely affected, in their ability to perform their duties safely and competently, by alcohol or drugs. Penalty may include disciplinary action or loss of job.

4. Prescription drugs or medicines
   Employees using prescription drugs or over-the-counter medicines for medical treatment must consult with their supervisor to ensure side effects of use do not adversely affect occupational health and safety or work performance.
Intervention component 2: Employee awareness
Intervention component 3: Supervisor training
Intervention component 4: Referral pathway

**Local Area Resource Guide**

- General community, health and other services for Greater Dandenong and surrounds

Contact details:
- Direct Line: 1300 888 334
- Family Drug Help: 1300 946 069
- Outline: 137 946
- www.counselingonline.org.au
Intervention component 5: Employee wellbeing

Toolbox Topic #9: Effects of alcohol

**TOPIC: Effects of alcohol**

**General Information**
Your gender, age, mental and physical health can change how alcohol affects you. Responsible drinking is about balancing enjoyment with potential risks and harms that may arise from drinking.

For men and women, drinking no more than two standard drinks on any day reduces your risk of alcohol-related harm, disease and injury.

**Effects of alcohol**
- Affects your nervous system
- Changes your perceptions of speed and distance
- Slows down your reaction time and reflexes
- Can reduce your muscle coordination, hand and eye coordination, reflexes, vision and hearing
- Can make you relax and feel more confident
- Affects your sleep patterns

**Effects on workplace**
- Alcohol can impact safety and productivity by:
  - Affecting your ability to operate machinery safely, drive and general work skills
  - Making you over confident, resulting in an injury or accident
  - Affecting relations with other workers and customers

**HANDOUT: Reduce your risk**

[A project funded by VicHealth]
Total sample

4 worksites \((N = 340\) employees)

Intervention group

2 worksites \((n = 171)\)
(Corex and Jayco)

Comparison group

2 worksites \((n = 169)\)
(Hilton VIC & QLD)

Gap analysis & baseline data (T1)

Begin intervention

Collect 12-month follow-up data (T2)

Collect 24-month follow-up data (T3)
**Outcome evaluation**

### % 5 or more std drinks

<table>
<thead>
<tr>
<th></th>
<th>Baseline T1</th>
<th>T2</th>
<th>T3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intervention</strong></td>
<td>30.9%</td>
<td>26.5%</td>
<td>19.5%*</td>
</tr>
<tr>
<td><strong>Comparison</strong></td>
<td>17.2%</td>
<td>11.8%</td>
<td>13.5%</td>
</tr>
</tbody>
</table>

* Significant T1-T3 reduction in risky drinking

### % work with hangover

<table>
<thead>
<tr>
<th></th>
<th>Baseline T1</th>
<th>T2</th>
<th>T3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intervention</strong></td>
<td>29.8%</td>
<td>23.4%</td>
<td>19.9%*</td>
</tr>
<tr>
<td><strong>Comparison</strong></td>
<td>18.9%</td>
<td>15.5%</td>
<td>18.3%</td>
</tr>
</tbody>
</table>

* Significant T1-T3 reduction coming to work with hangover
Outcome evaluation

**% not aware of policy**

* Significant T1-T3 reduction in % of intervention employees unaware of policy

**% not aware of employee assistance**

* Significant T1-T3 reduction in % of intervention employees unaware of employee assistance
Process evaluation: lessons learned
“…sometimes these policies can be a little bit word heavy and page heavy, and you guys definitely did the distilled version or the summary version, and we did it in all the different languages…We represented all the guys in that respect. I think a lot of them really appreciate that it was sort of respectful or gave them a bit of pride and being acknowledged…as opposed to just a number.”

“And let's not forget that we started off…nobody knew we had a drug and alcohol policy. So, we've gone to having no awareness whatsoever to having awareness, to then having some good conversations about it…”
“I think it has helped a lot…just getting it out on the table, it just becomes more normal when it's talked about.”

“Yeah, just to engage everyone. Not just management. Not just team leaders. It's got to go through so that everyone talks about it…Everyone's just talking about it like it's [alcohol and drug use] normal.”

“If they can come and talk to you about that that's a good thing… they can be honest and it's so much easier to deal with honesty… so that side of it has been positive very positive.”
“... I was pretty new at being team leader... and actually getting that across to my guys as well, actually gave me more confidence... These toolboxes that we do actually do that as well... we're communicating a lot more.”

“I do it so it's very light-hearted. That's my personal approach... I know the staff all fairly well, I'm allowed to get away with a bit of humour... I put all the paperwork [handouts] up in the lunchroom... I advise anybody that after the sessions they can get the information and I check that every second day to make sure there's still ample [handouts] up there.”
“I don't know, it's sort of just there [pointing to the local area resource guide in their office] and if you need it… it's a reference.”

So I said, "If you've got some issues that you need help with, there's plenty of contacts there."

“…we encouraged the counselling and bits and pieces. And I think it was easier to deal with because it was out in the open; it wasn't some sinister thing…"
Increased supervisor confidence
Increased levels of workplace communication
Increased levels of EAP access
Increased levels of trust
Genuine employer concern

“It’s not just about safety & productivity, they care about me & my family.”
Resistance is futile!
…the business case…
What is needed to underpin sustainable organisational change from an organisational and public policy perspective?

1. Universal application
2. Must fit in with day-to-day production
3. Worker well-being approach
4. Capacity building
5. Community engagement