



Getting to the roots of addiction. Building a bridge to wellness.



Bridging The Gaps

A Holistic Approach to Addiction Treatment



A Caring and Helping Hand Is
Just A **Call** Away

540-535-1111

bridgingthegaps.com

31 S. Braddock St. Winchester, VA 22601



We are Trusted and Highly Accredited



(540) 535-1111



www.bridgingthegaps.com

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About Bridging the Gaps

Bridging the Gaps is a comprehensive residential treatment center located in Winchester, Virginia, dedicated to helping individuals heal from substance use and co-occurring mental health disorders. Our integrated approach addresses the physical, emotional, mental, and spiritual aspects of recovery, combining evidence-based clinical therapies with holistic modalities such as nutrition, yoga, acupuncture, and amino acid therapy.

We Are Trusted and Highly Accredited

At Bridging the Gaps, we are licensed by the [Virginia Department of Behavioral Health and Developmental Services \(DBHDS\)](#). Licensure ensures accountability and oversight, confirming that our staff members are fully qualified to provide high-quality mental health and addiction treatment services.

We are proudly accredited by the [Commission on Accreditation of Rehabilitation Facilities \(CARF\)](#). Their mission aligns closely with ours—enhancing the lives of those we serve through a consultative accreditation process and a commitment to continuous improvement.

We are also [certified by the American Society of Addiction Medicine \(ASAM\)](#) for our residential levels of care. ASAM's certification program validates treatment program capabilities, increases transparency, and boosts patient confidence in our services. We are honored to have participated in their pilot program for this initiative.

Our Commitment

Together, these achievements reflect our unwavering commitment to clinical excellence, compassionate care, and long-term recovery for every individual we serve.

CAGE-AID Questionnaire

Patient Name _____ Date of Visit _____

When thinking about drug use, include illegal drug use and the use of prescription drug other than prescribed.

Questions:	YES	NO
1. Have you ever felt that you ought to cut down on your drinking or drug use?	☐	☐
.....		
2. Have people annoyed you by criticizing your drinking or drug use?	☐	☐
.....		
3. Have you ever felt bad or guilty about your drinking or drug use?	☐	☐
.....		
4. Have you ever had a drink or used drugs first thing in the morning to steady your nerves or to get rid of a hangover?	☐	☐

Scoring

Regard one or more positive responses to the CAGE-AID as a positive screen.

Psychometric Properties

The CAGE-AID exhibited:	Sensitivity	Specificity
One or more Yes responses	0.79	0.77
Two or more Yes responses	0.70	0.85

(Brown 1995)

Checklist: How to Evaluate a Treatment Program

This checklist helps HR professionals, EAP coordinators, and other referral sources assess the quality and fit of addiction treatment programs for employees or clients.

1. Accreditation & Licensing

- Verify state licensing and compliance with local regulations.
 - Check for accreditation from recognized organizations (e.g., CARF, The Joint Commission).
 - Ensure staff credentials meet clinical standards.
 - **Bridging the Gaps is Trusted and Highly Accredited:** We are licensed by the Virginia Department of Behavioral Health and Developmental Services and proudly accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF).
-

2. Levels of Care

- [Residential Treatment \(RTC\)](#): 24/7 structured environment for intensive support.
 - [Partial Hospitalization Program \(PHP\)](#): Day treatment while living at home.
 - [Intensive Outpatient Program \(IOP\)](#): Evening/weekend sessions for continued support.
 - [Outpatient Programs OP](#): Ongoing support to maintain long-term recovery.
 - **BTG Note:** BTG provides a [continuum of care](#) including RTC, PHP, IOP, and alumni programs to ensure smooth transitions between levels.
-

3. Insurance & Cost

- Confirm insurance coverage (private, commercial, Medicaid if applicable).
- Clarify out-of-pocket costs and any financial assistance options.
- Verify that documentation requirements for insurance reimbursement are supported.
- **BTG Note:** BTG works with major insurers and can guide HR teams and employees through coverage verification.

[Verify Insurance](#)

4. Treatment Approaches & Therapeutic Modalities

- Evidence-based therapies (e.g., Cognitive Behavioral Therapy, Motivational Interviewing, Internal Family Systems).
 - Holistic modalities (e.g., nutrition, yoga, acupuncture, creative expressions).
 - Co-occurring disorder support for mental health conditions.
 - **BTG Note:** [BTG integrates evidence-based and holistic modalities](#) tailored to individual needs.
-

5. Aftercare & Support

- Structured aftercare programs (alumni groups, ongoing therapy, sober activities).
- Case management for transition back to work and community support.
- Family involvement and education opportunities.
- **BTG Note:** BTG offers an extensive alumni network and post-treatment support to reinforce long-term recovery.

Tips for HR Professionals

- Ask about past success [outcomes](#) and client satisfaction metrics.
- Request a sample treatment plan to see individualized care approach.
- Check communication protocols for updates while respecting HIPAA privacy.
- Prefer programs that partner with local employers and understand workplace needs.

[View BTG's Outcomes](#)

Confidentiality Considerations When Approaching an Employee

When approaching an employee about sensitive issues, HR must protect confidentiality while balancing organizational and legal obligations. These considerations help build trust and maintain compliance.

Before the Conversation

- **Limit Knowledge Sharing:** Only involve individuals who truly need to know (e.g., direct supervisor, HR partner).
- **Choose a Private Setting:** Avoid discussing issues in open spaces or areas where others could overhear.
- **Review Policies:** Align with company confidentiality, HIPAA (if applicable), FMLA, and ADA requirements.

During the Conversation

- **Set Expectations Upfront:** Assure the employee that the discussion will be kept confidential within the necessary business context.
- **Respect Privacy Boundaries:** Avoid asking for unnecessary personal or medical details; focus on job-related impacts.
- **Be Transparent About Limits:** Explain situations where confidentiality cannot be absolute (e.g., safety concerns, legal obligations).

After the Conversation

- **Secure Documentation:** Store records in restricted-access HR files, not personnel files accessible to managers.
- **Control Follow-Up Sharing:** Communicate only what is necessary to supervisors or leadership (e.g., performance expectations, not personal disclosures).
- **Respect Ongoing Privacy:** Avoid casual conversations or gossip about the employee's situation.

■ A good HR practice is to balance support and trust with legal and organizational obligations, ensuring employees feel respected while the organization remains compliant.

De-Escalation Tips for HR: Managing Defensive or Emotional Employees

Supporting employees through difficult conversations requires calm, professionalism, and clear strategies to prevent escalation while maintaining a safe and respectful workplace.

Before the Conversation

- Prepare by reviewing facts and documented behaviors.
- Plan a private, neutral location for discussion.
- Anticipate possible emotional reactions and plan responses.
- Familiarize yourself with company policies, FMLA, ADA, and available resources.

During the Conversation

- Stay Calm: Maintain neutral tone, body language, and pacing.
- Listen Actively: Allow the employee to speak, acknowledge feelings without agreeing or disagreeing.
- Focus on Behaviors: Address specific performance or attendance issues rather than personal assumptions.
- Use “I” Statements: e.g., “I’ve observed that deadlines have been missed, and I’d like to understand what’s going on.”
- Pause When Needed: If emotions rise, take a short break and resume calmly.

Handling Defensive or Emotional Responses

- Avoid arguing or confronting emotional outbursts.
- Reaffirm confidentiality and your role as a support resource.
- Redirect to documented facts: “I understand your perspective. Let’s focus on the behaviors and what support is available.”
- Offer options, not ultimatums (EAP, treatment referrals, HR support).
- Maintain professional boundaries and avoid personal judgment.

After the Conversation

- Document the discussion factually (date, behaviors, support offered).
- Follow up as agreed and provide ongoing support.
- Reassess workplace needs and next steps if performance concerns persist.
- Connect employees with professional resources when appropriate.

■ Downloadable Resource: De-Escalation Tips for HR: Managing Defensive or Emotional Employees

Do's and Don'ts: Discussing Addiction in the Workplace

HR managers and supervisors must approach conversations about substance use carefully to support employees while maintaining legal compliance and workplace safety.

Do's

- Focus on observable behaviors and performance, not assumptions about causes.
- Maintain privacy and confidentiality during all conversations.
- Be empathetic and supportive while keeping professional boundaries.
- Provide resources such as EAP, treatment referral guides, or HR toolkits.
- Document discussions factually (dates, behaviors, impact on work).
- Follow company policies and legal requirements (FMLA, ADA, short-term disability).

Don'ts

- Label, diagnose, or assume that the employee has a substance use disorder.
- Make threats or use punitive language in the initial conversation.
- Gossip or share private information with coworkers.
- Ignore performance issues — address the work impact separately.
- Pressure the employee to disclose details of their treatment or personal life.

Next Steps

- Encourage employees to seek professional evaluation if there are concerns.
- Offer referral pathways and share available resources.
- Follow up on workplace performance while providing ongoing support.

Downloadable Resource: Do's and Don'ts of Discussing Addiction in the Workplace (Quick-Reference PDF).

Drug Abuse Screening Test, DAST-10

The following questions concern information about your possible involvement with drugs *not including alcoholic beverages* during the past 12 months.

"Drug abuse" refers to (1) the use of prescribed or over-the-counter drugs in excess of the directions, and (2) any nonmedical use of drugs.

The various classes of drugs may include cannabis (marijuana, hashish), solvents (e.g., paint thinner), tranquilizers (e.g., Valium), barbiturates, cocaine, stimulants (e.g., speed), hallucinogens (e.g., LSD) or narcotics (e.g., heroin). Remember that the questions *do not* include alcoholic beverages.

Please answer every question. If you have difficulty with a statement, then choose the response that is mostly right.

In the past 12 months...			Circle	
1	Have you used drugs other than those required for medical reasons?		Yes	No
2	Do you use more than one drug at a time?		Yes	No
3	Are you always able to stop using drugs when you want to? (If never use drugs, answer "Yes")		Yes	No
4	Have you ever had blackouts or flashbacks as a result of drug use?		Yes	No
5	Do you ever feel bad or guilty about your drug use? (If never use drugs, answer "No")		Yes	No
6	Does your spouse (or parents) ever complain about your involvement with drugs?		Yes	No
7	Have you neglected your family because of your use of drugs?		Yes	No
8	Have you engaged in illegal activities in order to obtain drugs?		Yes	No
9	Have you ever experienced withdrawal symptoms (felt sick) when you stopped taking drugs?		Yes	No
10	Have you had medical problems as a result of your drug use (e.g. memory loss, hepatitis, convulsions, bleeding)?		Yes	No

Drug Abuse Screening Test (DAST-10). (Copyright 1982 by the Addiction Research Foundation.)

DAST – 10 Scores and Zones

Score	Risk Level	Intervention
0	Zone 1: No risk	Simple advice: Congratulations this means you are abstaining from excessive use of prescribed or over-the-counter medications, illegal or non-medical drugs.
1-2	Zone 2: At Risk Use - “low level” of problem drug use	Brief Intervention (BI). You are at risk. Even though you may not be currently suffering or causing harm to yourself or others, you are at risk of chronic health or behavior problems because of using drugs or medications in excess.
3-5	Zone 3: “intermediate level”	Extended BI (EBI) and RT – your score indicates you are at an “intermediate level” of problem drug use. Talk with a professional and find out what services are available to help you to decide what approach is best to help you to effectively change this pattern of behavior.
6-10	Zone 4: Very High Risk, Probable Substance Use Disorder	EBI/RT- considered to be at a “substantial to severe level” of problem drug use. Refer to specialist for diagnostic evaluation and treatment.

Scoring: Score 1 point for each question answered “Yes,” except for question 3 for which a “No” receives 1 point

Employer Policies & Legal Guidance

FMLA Basics

- Eligibility: Employees with 12+ months of service and 1,250 hours worked in the past year at a covered employer.
- Coverage: Up to 12 weeks unpaid, job-protected leave for serious health conditions, including substance use treatment.
- Process: Employee must provide medical certification; HR should provide required notices and track timelines.

Short-Term Disability (STD) & Addiction Treatment

- Many employer-sponsored STD plans cover inpatient or outpatient addiction treatment.
- Benefits vary by policy; employees typically must exhaust sick leave before STD begins.
- HR should help employees connect with benefits providers for claim guidance.

ADA Protections

- Employees in recovery are protected under the Americans with Disabilities Act (ADA).
- Current illegal drug use is not protected, but treatment participation and recovery status may qualify as a disability.
- Employers must consider reasonable accommodations (flexible schedules, leave, reassignment) unless it causes undue hardship.

Balancing Rights & Workplace Safety

- Protect employee rights while maintaining a safe environment.
- Enforce drug-free workplace policies consistently and document performance concerns.
- Communicate clearly that safety-sensitive roles may require additional compliance measures.

FAQ: Compliance & Addiction Treatment

- Q: Can an employer terminate an employee in rehab? ■ Not if the employee is covered under FMLA/ADA protections and is compliant with policies.
- Q: Do employees need to disclose their condition? ■ Only to the extent needed for job-related accommodations or protected leave.
- Q: What if safety risks arise? ■ Employers may act if an employee poses a direct threat or violates workplace safety rules.

■ This reference helps HR support employees fairly while ensuring compliance with employment laws and safety obligations.

Guide to Employee Assistance Programs (EAPs)

Purpose:

To educate HR professionals, managers, and employees about what EAPs are, when they are useful, and when additional support beyond the EAP may be needed.

1. What is an EAP?

An **Employee Assistance Program (EAP)** is a confidential workplace benefit that provides employees with support for personal, mental health, or work-related challenges.

Typical Services Include:

- Short-term counseling (stress, anxiety, depression, substance use)
 - Work-life support (childcare, eldercare, legal or financial guidance)
 - Crisis intervention and referrals to specialized treatment
 - Resources for coping with trauma or major life changes
-

2. When EAPs Are Useful

EAPs are particularly beneficial for:

- Employees experiencing **mild to moderate stress or mental health concerns**
- Early support for **behavioral health or substance use concerns**
- Guidance for **work-life balance or personal challenges**
- Short-term interventions that may prevent escalation of issues

3. When to Go Beyond the EAP

Sometimes, employees need **more intensive or specialized care** than an EAP can provide. Consider additional referral when:

- Substance use is **severe or chronic**
- There are **co-occurring mental health disorders** requiring specialized treatment
- Safety or productivity concerns in the workplace persist despite EAP involvement
- Long-term therapy, residential, or outpatient programs are needed
- The employee requires structured care for recovery and return-to-work planning

Tip: EAPs can serve as a **first step**, but HR and managers should know when to escalate to licensed treatment providers, such as Bridging the Gaps, for comprehensive care.

4. Best Practices for HR and Managers

- Maintain **confidentiality** in all EAP communications.
 - Encourage early utilization to **prevent escalation** of workplace or personal challenges.
 - Keep **clear documentation** of interventions and referrals (without disclosing personal details).
 - Ensure **follow-up** and support during and after treatment for employee reintegration.
 - Educate staff on **available EAP resources** and how to access them.
-

Key Takeaway:

EAPs are valuable tools for **early intervention and short-term support**, but complex or high-risk cases require **professional treatment beyond the EAP** to ensure employee well-being and workplace safety.

Guide: How to Manage Workflow During Employee Leave

Purpose:

To provide HR professionals and managers with strategies to ensure business continuity while employees are on leave for treatment, medical reasons, or other personal needs.

1. Plan Ahead

- Identify critical tasks and projects that will be impacted by the employee's absence.
 - Create a timeline of responsibilities and deadlines.
 - Document processes and workflows for easy delegation.
-

2. Communicate Transparently

- Notify relevant team members about the leave (without disclosing sensitive medical details).
 - Set expectations for temporary task coverage.
 - Maintain open communication channels for urgent issues.
-

3. Delegate Responsibilities

- Assign tasks to qualified team members, ensuring a balanced workload.
- Consider temporary cross-training for key functions.

- Use project management tools to track progress and accountability.
-

4. Use Temporary Support

- If needed, hire temporary staff, contractors, or interns to fill gaps.
 - Leverage flexible schedules or overtime for critical deadlines.
 - Ensure new or temporary staff are briefed on company procedures and policies.
-

5. Document Processes

- Maintain updated Standard Operating Procedures (SOPs) for key tasks.
 - Provide step-by-step guides for temporary staff or team members covering duties.
 - Document any decisions made during leave for continuity and accountability.
-

6. Monitor Workflow & Productivity

- Schedule regular check-ins with the team covering the absent employee's responsibilities.
 - Track progress using shared dashboards or task management software.
 - Adjust workloads as needed to prevent bottlenecks or burnout.
-

7. Support Employee Reintegration

- Prepare a plan for the employee's return, including phased responsibilities if needed.
 - Debrief the returning employee on any changes or updates during leave.
 - Provide access to necessary training or refreshers to ensure a smooth transition.
-

Tips for HR & Managers

- Protect employee confidentiality regarding leave reasons.
- Maintain a balance between workload coverage and team well-being.
- Anticipate potential gaps and plan for cross-training proactively.
- Keep records of task delegation and coverage decisions for accountability.

Guide for Difficult Conversations: Talking to Employees About Substance Use Concerns

Supporting employees who may be struggling with alcohol or drug use requires compassion, clarity, and professionalism. HR managers and supervisors play an important role in fostering a safe, supportive workplace.

Before the Conversation

- Review and document workplace observations (facts only, not assumptions).
- Prepare specific examples of performance or behavior concerns.
- Ensure privacy — choose a confidential, non-threatening location.
- Be familiar with company policy, FMLA, and available resources (EAP, HR support, treatment options).

During the Conversation

Sample Opening Script

"I wanted to check in because I've noticed some changes in your work, and I care about your wellbeing. I'd like to talk with you about what's going on and how we can support you."

Talking Points for HR/Managers

- Focus on observable behaviors, not speculation. "Over the past two weeks, you've been late three times and missed a project deadline. Can you help me understand what's going on?"
- Show empathy without excusing behavior. "I understand that life can feel overwhelming. We want to support you while also ensuring the work gets done."
- Reinforce confidentiality and support. "This conversation is private. We want to make sure you know about the resources available to help."

If the Employee Becomes Defensive

- Stay calm and avoid confrontation.
- Redirect to documented behaviors. "I hear your concerns, but my role is to address performance and attendance. Here are the facts I've documented."
- Reassure support options. "This is not about punishment. It's about making sure you have the support you need."

Closing the Conversation

- Summarize the concerns discussed.

- Outline next steps (EAP referral, HR support, leave policies).
- Provide written resources (EAP contact, HR toolkit, treatment referral guide).
- Encourage follow-up. “Let’s check back in next week to see how things are going.”

Key Reminders for HR

- Document everything factually.
- Avoid labeling, diagnosing, or making assumptions.
- Always connect the conversation back to workplace performance and safety.
- Provide resources and encourage professional help.

Downloadable Resource: Conversation Scripts for HR & Managers (quick-reference guide with sample phrasing and do/don’t checklist).

Sample HR Documentation Templates: Performance/Behavioral Concern Logs

Accurate documentation is essential for performance management, legal compliance, and supporting employees through corrective actions.

Employee Name:	
Job Title:	
Supervisor:	
Date of Report:	
Description of Concern:	
Impact:	
Previous Conversations/Interventions:	
Employee Response:	
Action Plan / Follow-Up:	
Supervisor Signature / Date:	
HR Review / Date:	

Best Practices for HR Documentation

- Be factual, specific, and objective; avoid subjective language.
 - Document issues promptly and consistently.
 - Store logs securely in HR files, separate from personnel files when sensitive.
 - Use logs to guide coaching, performance improvement plans, or disciplinary action.
- Tip for HR: Templates like this help maintain consistency, support compliance, and create a clear record of performance management efforts.

HR Professionals Hub: Employee Treatment & Leave Resources

This resource hub is designed for HR professionals and EAP coordinators to streamline referral, documentation, and support for employees entering addiction treatment. It includes practical templates, forms, and instructions to ensure compliance, confidentiality, and smooth processing.

Included Resources:

1. FMLA Forms (with Examples)

- [Form WH-380-E: Certification of Health Care Provider](#) (example completed for addiction treatment)
- [WH-381 & WH-382: Eligibility and Designation Notices](#)
- [Step-by-step instructions for HR and employees](#)

2. Short-Term Disability Claim Forms

- [Example completed claims for treatment leave](#)
- [Instructions for coordinating with payroll and benefits teams](#)

3. Sample HR Documentation Templates

- [Performance/behavioral concern logs](#)
- [Incident reports related to workplace safety or productivity](#)
- [Structured templates for conversations with employees](#)

4. Confidentiality Agreement Template

- HR → Treatment Provider communication
- Ensures HIPAA/ADA compliance
- Protects employee privacy while allowing verification of treatment and return-to-work planning

Short Michigan Alcoholism Test Geriatric Version (SMAST-G)

The rights of the University of Michigan, 1991.

Source: University of Michigan Alcohol Research Center. Reprinted with permission.

		Yes (1)	No (0)
1	When talking with others, do you ever underestimate how much do you drink?		
2	After a few drinks, have you sometimes not eaten or been able to skip a meal because you didn't feel hungry?		
3	Does having a few drinks help decrease your shakiness or tremors		
4	Does alcohol sometimes make it hard for you to remember parts of the day or night?		
5	Do you usually take a drink to relax or calm your nerves?		
6	Do you drink to take your mind off problems?		
7	Have you ever increased your drinking after experiencing a loss in your life?		
8	Has a doctor or nurse ever said they were worried or concerned about your drinking?		
9	Have you ever made rules to manage your drinking?		
10	When you feel lonely, does having a drink help?		

Total SMAST G Score (0-10) _____

SCORING 2 OR MORE "YES" RESPONSES IS INDICATIVE OF AN ALCOHOL PROBLEM.

For further information, contact Frederic C. Blow, PhD, Director, Serious Mental Illness Treatment Research and Evaluation Center (SMITREC), Department of Veterans Affairs, Senior Associate Research Scientist, Associate Professor, Department of Psychiatry, University of Michigan.

Recovery-Friendly Workplace Toolkit

Supporting Employees in Recovery – A Guide for HR & Managers

Introduction

- Why recovery support matters in the workplace.
- Benefits to employers: reduced turnover, improved productivity, healthier workplace culture.
- Statement of Bridging the Gaps' expertise & commitment.

Building a Recovery-Friendly Workplace

- Policy & Culture: Include support for recovery in HR policy, make EAP and treatment referrals accessible.
- Education & Awareness: Train managers on recognizing signs of substance use, provide stigma-reduction workshops.
- Communication: Confidential, respectful, and supportive dialogue.

Supporting Employees Post-Treatment

- Return-to-Work Planning: Phased return schedules, clear performance expectations.
- Workplace Flexibility: Adjusted workloads if needed, time off for aftercare/therapy sessions.
- Peer Support: Encouraging mentorship or buddy systems, promoting inclusive workplace culture.

Practical Tools & Templates

- Return-to-Work Plan Template.
- Confidentiality Agreement (HR ↔ Provider).
- Communication Plan Template (employee out / HR + manager sync).
- Workflow Coverage Checklist.

Resources & Referrals

- National Directories: SAMHSA, State Boards, NIDA.
- Employer-Focused Guides: SHRM, National Safety Council.
- Treatment Partnerships: Why partner with Bridging the Gaps.
- BTG is Trusted and Highly Accredited: licensed by the Virginia Department of Behavioral Health and Developmental Services and proudly accredited by CARF.

How BTG Can Help

- Holistic, integrative treatment approach.
- Continuum of care (RTC, PHP, IOP, Aftercare).
- Partnership opportunities with employers & HR teams.
- Connect with us to learn how BTG can support your organization and employees in recovery.

Resource Handout: What to Expect in Treatment

Purpose

To help employees understand the treatment process, feel prepared, and know what support is available during recovery.

1. Admission & Orientation

- **Welcome & Intake:** Employees complete intake paperwork and undergo an assessment to identify needs.
- **Orientation:** Introduction to daily schedules, program expectations, and the facility.
- **Community Connection:** Opportunity to meet peers and staff in a supportive, safe environment.

At BTG: Clients are welcomed into a warm, home-like setting, fostering comfort and safety from day one.

2. Daily Structure

- **Therapy Sessions:** Individual and group therapy to address challenges and build healthy coping skills.
- **Educational Workshops:** Learning about addiction, recovery, and personal growth.
- **Holistic Activities:** Wellness practices such as meditation, exercise, or creative expression.
- **Peer Support Meetings:** Encouragement through shared recovery experiences.

At BTG: Our clients benefit from evidence-based therapies *and* holistic care like yoga, acupuncture detoxification, amino acid therapy, and creative expressions.

3. Treatment Approaches

- Evidence-based therapies such as CBT, Motivational Interviewing, and trauma-informed care.
- Holistic supports for mind, body, and spirit.
- Co-occurring mental health support if needed.

At BTG: We integrate traditional and holistic therapies in a personalized plan tailored to each client's unique needs.

4. Length of Treatment

- Treatment plans are individualized—ranging from short-term intensive care to longer structured support.
- Levels of care often include residential, day treatment, or outpatient programs, with aftercare to support ongoing recovery.

At BTG: We provide a full continuum of care—Residential, PHP, IOP, and Alumni programs—to ensure smooth transitions.

5. Supportive Environment

- Safe, structured, and confidential setting.
- A focus on skill-building and long-term recovery planning.
- Staff committed to guidance and support throughout treatment.

At BTG: Our residences are designed to feel like home, offering both comfort and a strong sense of community.

Key Takeaways for Employees

- Treatment provides structure, support, and tools for recovery.
- Active participation helps ensure the best outcomes.
- Confidentiality is always respected.
- Professional staff are available to guide every step.

At BTG: We are licensed by the Virginia Department of Behavioral Health and Developmental Services and proudly accredited by CARF, making us a trusted partner in recovery.



Return-to-Work Roadmap

A guide to supporting employees after treatment

1. Pre-Return Preparation

- Confirm treatment completion with signed confidentiality release.
- HR, manager, and employee discuss a phased return plan.
- Review workplace policies, expectations, and any accommodations.

2. First Week Back

- Provide a welcoming, stigma-free environment.
- Ensure workload is realistic and clearly defined.
- Schedule a check-in meeting with HR/manager.

3. Ongoing Support

- Offer flexible scheduling for aftercare or therapy appointments.
- Provide access to EAP, peer support, or recovery-friendly resources.
- Maintain confidentiality in all communications.

4. Communication & Monitoring

- Set regular (biweekly or monthly) check-ins for the first 3–6 months.
- Encourage open communication without pressure or judgment.
- Watch for early warning signs of stress or relapse risk.

5. Long-Term Success

- Connect employee with alumni programs or sober activities.
- Recognize progress and celebrate milestones.
- Continue education for staff on supporting recovery in the workplace.

BTG Note

- At Bridging the Gaps, we partner with employers and HR teams to create smooth, recovery-friendly return-to-work plans that promote long-term success.

Return-to-Work Plan Template

Purpose:

To facilitate a smooth, safe, and supportive transition back to work for employees after leave, ensuring clear expectations, accommodations, and communication.

1. Employee Information

- Name: _____
 - Job Title: _____
 - Department: _____
 - Manager: _____
 - HR Contact: _____
 - Leave Dates: _____
-

2. Leave Type

- ☐ Medical Leave
 - ☐ Treatment / Recovery Leave
 - ☐ Other: _____
-

3. Return-to-Work Date

- Planned Return Date: _____

- Phased Return? ☐ Yes ☐ No
 - If yes, specify schedule: _____
-

4. Job Responsibilities Upon Return

Task / Responsibility	Temporary Coverage Completed	Assigned Employee / Team	Notes / Accommodations
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5. Workplace Accommodations

- ☐ Adjusted work hours
 - ☐ Remote or hybrid schedule
 - ☐ Reduced workload / phased responsibilities
 - ☐ Ergonomic or physical accommodations
 - ☐ Other: _____
-

6. Support & Resources

- HR or EAP contact for ongoing support: _____
 - Employee check-ins (frequency & owner): _____
 - Training / refresher courses required: _____
-

7. Communication Plan

- HR & Manager sync schedule: _____
 - Team notification plan (maintaining confidentiality): _____
-

8. Follow-Up & Evaluation

- Review progress after first week: _____
 - Adjust accommodations as needed: _____
 - Ongoing check-ins at regular intervals: _____
-



Tips for HR & Managers:

- Maintain confidentiality regarding the reason for leave.
- Focus on ability to perform essential functions and required accommodations.
- Document all agreements and updates in HR files.
- Encourage open dialogue to support employee success and team productivity.

Sample Policy: Referrals to Treatment for Employees

Purpose: To provide guidance for identifying employees who may be struggling with substance use and to outline the referral process for professional treatment while maintaining workplace safety, confidentiality, and compliance with applicable laws.

Policy Statement: The Company is committed to supporting the health and well-being of all employees. Employees who demonstrate signs of substance use or related performance concerns may be referred to professional treatment programs to ensure their safety, productivity, and long-term recovery.

Scope: This policy applies to all employees, supervisors, and HR personnel.

Referral Process:

Observation & Documentation: Supervisors should document observable performance or behavioral concerns without making assumptions about personal causes. Examples include frequent absenteeism, repeated safety violations, or noticeable changes in work quality.

Initial Discussion: Supervisors may have a confidential discussion with the employee to express concern, provide support, and share available resources (EAP, HR contacts, treatment options).

Referral Options: Via Employee Assistance Program (EAP): Employees may be referred to EAP for confidential evaluation and connection to treatment resources. Direct Referral to Provider: HR or management may refer employees directly to licensed treatment providers (e.g., Bridging the Gaps), ensuring guidance on insurance verification and intake support.

Confidentiality & Compliance: All information related to employee treatment is confidential and protected under HIPAA and ADA regulations. Discussions should focus on workplace performance, safety, and support resources.

Follow-Up & Support: HR or supervisors may schedule follow-ups to monitor performance and provide ongoing support without breaching privacy. Employees are encouraged to participate in recommended treatment and utilize available aftercare programs to maintain recovery.

BTG Note: Bridging the Gaps provides direct referral pathways, guidance on insurance coverage, and ongoing support to employees entering treatment. Our licensed, CARF-accredited programs ensure high-quality, evidence-based care across multiple levels of treatment and aftercare.

BRIDGING THE GAPS
Supporting Clients Together: Tools for Professionals

Signs of Substance Use in the Workplace

Substance use disorders don't always look the same, but there are patterns HR professionals and supervisors may notice when an employee is struggling. Identifying concerns early allows you to support the individual while protecting workplace safety and performance.

Behavioral Signs

- Increased absenteeism or frequent tardiness
- Unexplained or extended breaks during work hours
- Sudden drop in productivity or missed deadlines
- Noticeable changes in attitude (irritability, defensiveness, withdrawal)
- Difficulty concentrating, confusion, or forgetfulness
- Decline in personal appearance or hygiene

Performance Signs

- Inconsistent work quality
- Decline in reliability or accountability
- Difficulty meeting basic job requirements
- Frequent mistakes or poor decision-making
- Increased accidents or safety violations on the job

Interpersonal Signs

- Strained relationships with coworkers or supervisors
- Isolation from team activities or workplace socialization
- Heightened conflict, hostility, or defensiveness
- Avoidance of meetings, performance reviews, or HR check-ins

Physical Signs (in the workplace)

- Slurred speech or impaired coordination
- Bloodshot eyes, dilated or constricted pupils
- Noticeable odor of alcohol or drugs
- Unexplained injuries or frequent reports of being “unwell”

Important Note: These signs alone do not prove substance use. Many may also stem from stress, mental health conditions, or personal challenges. HR should focus on documenting observable behaviors and performance issues, not making assumptions about causes.

Next Steps for HR

- Document workplace observations factually (avoid assumptions).
- Use performance management processes consistently.
- If concerns persist, follow workplace policy for addressing performance or safety issues.
- Consider offering referral to Employee Assistance Programs (EAP) or approved treatment providers.
- Provide information about FMLA/disability leave when applicable.

Resource for Download: Workplace Red Flags Checklist for HR & Supervisors (quick-reference handout).

Step-by-Step Instructions for HR and Employees

This guide provides HR professionals and employees with clear instructions for navigating referrals, leave, and treatment for substance use concerns, ensuring compliance, support, and smooth transitions.

For HR Professionals

Step 1: Identify & Document: Observe employee performance or behavior changes (absenteeism, safety incidents, work quality). Document facts objectively; avoid assumptions about personal causes.

Step 2: Initial Conversation: Privately discuss concerns with the employee. Express support and provide resources (EAP, HR contact info, treatment options). Keep focus on workplace performance and safety.

Step 3: Determine Referral Pathway: Option A: EAP Referral – Connect employee to EAP for confidential evaluation. Option B: Direct Provider Referral – HR may refer employee directly to a licensed treatment provider (e.g., Bridging the Gaps).

Step 4: FMLA / Leave Coordination: Confirm employee eligibility for FMLA leave (12 weeks job-protected). Provide FMLA forms and instructions. Assist with short-term disability forms if applicable.

Step 5: Confidential Communication: Use confidentiality agreements when communicating with treatment providers. Share only necessary info (dates of leave, accommodation needs, return-to-work expectations).

Step 6: Follow-Up & Support: Maintain contact regarding performance expectations and aftercare support. Ensure smooth transition back to work. Document all actions for legal compliance.

For Employees

Step 1: Recognize the Need for Support: Acknowledge personal challenges and the need for treatment.

Step 2: Confidential Reporting: Speak to HR, supervisor, or EAP confidentially. Request guidance on referral pathways and leave options.

Step 3: Complete Necessary Forms: FMLA forms (WH-380-E, WH-381, WH-382). Short-term disability claim forms if applicable. Return completed forms promptly to HR or provider.

Step 4: Enter Treatment: Follow provider intake instructions. Participate in recommended level of care (RTC, PHP, IOP, aftercare).

Step 5: Maintain Communication: Provide updates only as required for leave approval or return-to-work planning. Keep treatment details confidential unless sharing is necessary for accommodations.

Step 6: Return to Work & Aftercare: Follow HR guidelines for return-to-work. Continue aftercare or alumni programs to support long-term recovery.

Structured Conversation Templates for HR

Purpose:

Provide HR professionals with a guided approach to discuss workplace concerns with employees while maintaining objectivity, confidentiality, and compliance.

1. Performance Concern Conversation

Objective: Address declining productivity or performance issues while identifying support needs.

Template:

1. Greeting & Purpose

- “Hi [Employee Name], thank you for meeting with me. I want to discuss some recent observations regarding your work performance and see how we can support you.”

2. Observation & Impact

- “I’ve noticed [specific behavior/performance issue] over the past [timeframe]. This has impacted [team/project/outcome].”

3. Employee Response

- “Can you share your perspective on what might be contributing to this?”

4. Support & Resources

- “We want to support you. Options include EAP, flexible scheduling, or other resources. How can we help you address this?”

5. Next Steps & Follow-Up

- “Let’s agree on concrete steps and a timeline. We’ll check in on [date] to review progress.”

2. Safety or Incident Conversation

Objective: Address an incident or safety concern objectively.

Template:

1. Greeting & Purpose

- “Thank you for meeting. We need to discuss an incident that occurred on [date].”

2. Incident Description

- “The following was observed: [brief, factual summary].”

3. Employee Response

- “Can you explain what happened from your perspective?”

4. Policy Reminder & Support

- “Our policies are in place to ensure safety and compliance. We also want to ensure you have support if there are underlying challenges.”

5. Action Plan

- “Based on this discussion, here’s what we’ll do next: [corrective action, training, support, etc.].”
-

3. Referral / Treatment Conversation

Objective: Address concerns about potential substance use and guide employee toward treatment.

Template:

1. Greeting & Purpose

- “Hi [Employee Name], I want to discuss some observations that concern your safety and performance and review available support.”

2. Observation & Impact

- “We’ve observed [specific behavior] that affects workplace safety or performance.”

3. Employee Response

- “Can you help me understand what might be contributing to this?”

4. Support & Resources

- “We want to provide support, including confidential access to EAP or direct referral to a treatment provider like Bridging the Gaps. This is a confidential process designed to help you.”

5. Next Steps & Follow-Up

- “We’ll provide guidance on leave, treatment options, and a plan for returning to work. Let’s set a follow-up date to review progress.”

Tips for HR:

- Always stay factual, avoid assumptions, and maintain neutrality.
- Document the conversation afterward.
- Keep the discussion private and confidential.
- Emphasize support and resources rather than punishment.
- Prepare any necessary paperwork in advance (FMLA, STD forms, referrals).

Tips for Supporting Co-Workers While Maintaining Confidentiality

1. Respect Privacy

- Never share personal or medical information about a colleague with others, even with good intentions.
 - Avoid discussing someone's situation in public spaces, break rooms, or online platforms.
-

2. Offer Support, Not Advice

- Listen actively and empathetically without judgment.
 - Provide reassurance that they are valued and supported at work.
 - Avoid offering medical advice or suggestions for treatment—encourage professional help instead.
-

3. Direct to Resources

- Gently inform them about available support, such as Employee Assistance Programs (EAP), HR contacts, or external treatment providers.
 - Provide contact information or materials in a confidential manner (email, private conversation).
-

4. Maintain Professional Boundaries

- Support your co-worker's well-being without becoming overly involved in their personal decisions.
 - Keep interactions professional and focused on work impact if necessary.
-

5. Model Discretion

- Demonstrate respectful communication and confidentiality in all interactions.
 - Encourage a workplace culture of trust and respect.
-

6. Escalate When Necessary

- If workplace safety or performance is impacted, report concerns to HR or management without disclosing confidential details unnecessarily.
 - Ensure reporting follows company policies and protects the employee's privacy.
-

7. Encourage a Supportive Environment

- Foster peer support while emphasizing confidentiality.
 - Promote wellness programs, team check-ins, and educational sessions about substance use or mental health.
-

 **Key Reminder:** Supporting co-workers is about listening, guiding to professional resources, and maintaining privacy—never sharing personal information or making assumptions.

When to Refer a Client to Residential Treatment

A Quick Checklist for Trusted Professionals

Use this tool to help determine whether your client may benefit from a structured, immersive level of care like residential addiction treatment.

♦ **Clinical & Behavioral Indicators**

- ☐ Client has made little or no progress in outpatient or IOP care
 - ☐ Client is unable to maintain sobriety between sessions
 - ☐ History of multiple relapses despite treatment attempts
 - ☐ High risk of overdose or dangerous behaviors
 - ☐ Ongoing substance use despite serious consequences (legal, health, relational)
 - ☐ Unstable or triggering living environment
-

♦ **Mental Health & Co-Occurring Needs**

- ☐ Co-occurring mental health diagnoses are unmanaged or worsening
 - ☐ Frequent emotional dysregulation (e.g., rage, panic, dissociation)
 - ☐ History of trauma that interferes with recovery
 - ☐ Suicidal ideation, recent attempts, or self-harm
 - ☐ Medication non-compliance or lack of psychiatric support
-

♦ **Support System & Daily Functioning**

- ☐ Lack of supportive sober network or stable family structure
 - ☐ Difficulty with basic self-care, hygiene, or daily tasks
 - ☐ Struggles to maintain employment or academic responsibilities
 - ☐ Persistent high stress and poor coping strategies
 - ☐ Frequent ER visits, hospitalizations, or crisis interventions
-

♦ **Client Self-Report & Readiness**

- ☐ Client expresses feeling “stuck” or hopeless about change
 - ☐ Client is open to or requesting a higher level of care
 - ☐ Client reports significant cravings or use to cope with distress
 - ☐ Client fears returning to high-risk or triggering environments
 - ☐ Client is seeking more structure, accountability, or peer support
-

If You’ve Checked 3 or More...

Your client may benefit from a residential treatment program like Bridging the Gaps. Our trauma-informed, integrative approach supports healing through personalized care, holistic services, and strong community support.

Have questions about a specific case?

We’re happy to consult—no obligation.

Call us at: 540-535-1111

Workplace Incident Report Template: Safety & Productivity

Supporting Clients Together: Tools for Professionals

Purpose:

To document workplace incidents objectively, including safety hazards, accidents, or productivity issues, while maintaining compliance and confidentiality.

1. Employee Information

- Name: _____
- Job Title: _____
- Department: _____
- Supervisor: _____
- Date & Time of Incident: _____

2. Incident Description

- Location of Incident: _____
- Detailed Description of What Happened:
(Include sequence of events, observations, and any contributing factors)

3. Witnesses

- Name & Contact Info: _____

4. Impact / Consequences

- Injury sustained? ☐ Yes ☐ No
- Property damage? ☐ Yes ☐ No
- Productivity impact: _____

5. Action Taken

- Immediate response: _____
- Safety measures implemented: _____
- Follow-up required? ☐ Yes ☐ No
- Assigned to: _____

6. HR / Manager Notes

- Observations regarding policy compliance: _____
- Recommendations for next steps: _____

7. Signatures

- Employee: _____ Date: _____
- Manager / HR: _____ Date: _____

Best Practices for HR:

1. Document facts objectively; avoid assumptions about cause or intent.
2. Complete reports promptly after the incident.
3. Maintain confidentiality and secure storage of reports.
4. Use consistent reporting format across all employees to reduce legal risk.
5. Integrate reports with follow-up procedures for employee support or corrective action.