

Making the Business Case for Organizational Assistance Services from EAPs

Presented by:

Mark Attridge, Ph.D., M.A.
Principal, Research & Analysis, Optum

Mark Hyde, M.A.
EAP Director, Mayo Clinic EAP

Tom Amaral, Ph.D.
President & CEO, EAP Technology Systems Inc.

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Outline

- **Business Case for Organizational Services:**
- **Conceptual Model and Literature**
- **New Research on Organizational Services:**
- **Mayo Clinic EAP Services**
- **Mayo Clinic Research Study**
- **Questions and Discussion**

Reviews of Research on Effectiveness and Cost-Benefit of EAP Services

- Mastrich, J. & Beidel, B. (1987). Employee assistance programs cost-impact. The Almacan, June, 34-37.
- Yandrick, R.M. (1992). Taking inventory. EAPA Exchange, July, 22-29.
- Blum, T.C. & Roman, P.M. (1995). Cost-Effectiveness and Preventive Implications of Employee Assistance Programs. Rockville, MD: U.S. Department of Health and Human Services.
- Attridge, M. (2003). Making the Business Case for Employee Assistance Programs: Annotated Bibliography of Key Research Studies. Presented at the Employee Assistance Professionals Association North Carolina 24th Annual Training and Conference, Charlotte, NC.

“The larger issue is not *whether* EAPs are cost-effective, but *which* EAPs are.” Ken Collins.

“EAP Cost/Benefit Analyses: The Last Word.” in EAPA Exchange (2000 Nov/Dec, p. 31).

The Five Levels of Value

1 Need for EAP Services

2 Utilization of EAP Services

3 Client Outcomes After Use

4 Customer (employer) Outcomes

5 Big Picture – Organizational Services

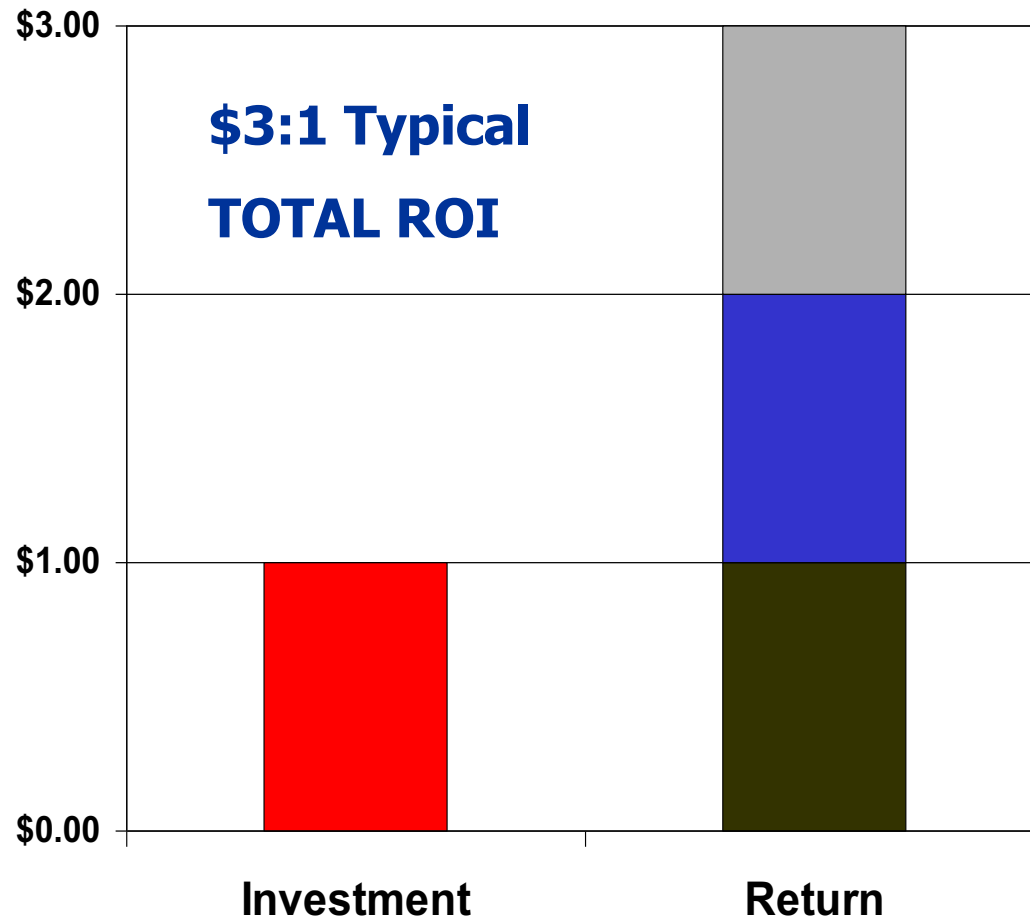
Attridge (2001) EAPA Exchange



Business Case for EAPs: A General Consulting Model



Return on Investment (ROI) for EAP



\$1:1 Organizational:
service value, risk loss avoidance, driver of clinical EAP case use

\$1:1 Human Capital:
employee absence, productivity, turnover

\$1:1 Claims Costs:
medical, Rx, mental health, disability, workers comp.

Organizational Assistance Services

EAPs can provide educational and clinical consultation services and help manage risk for the organization

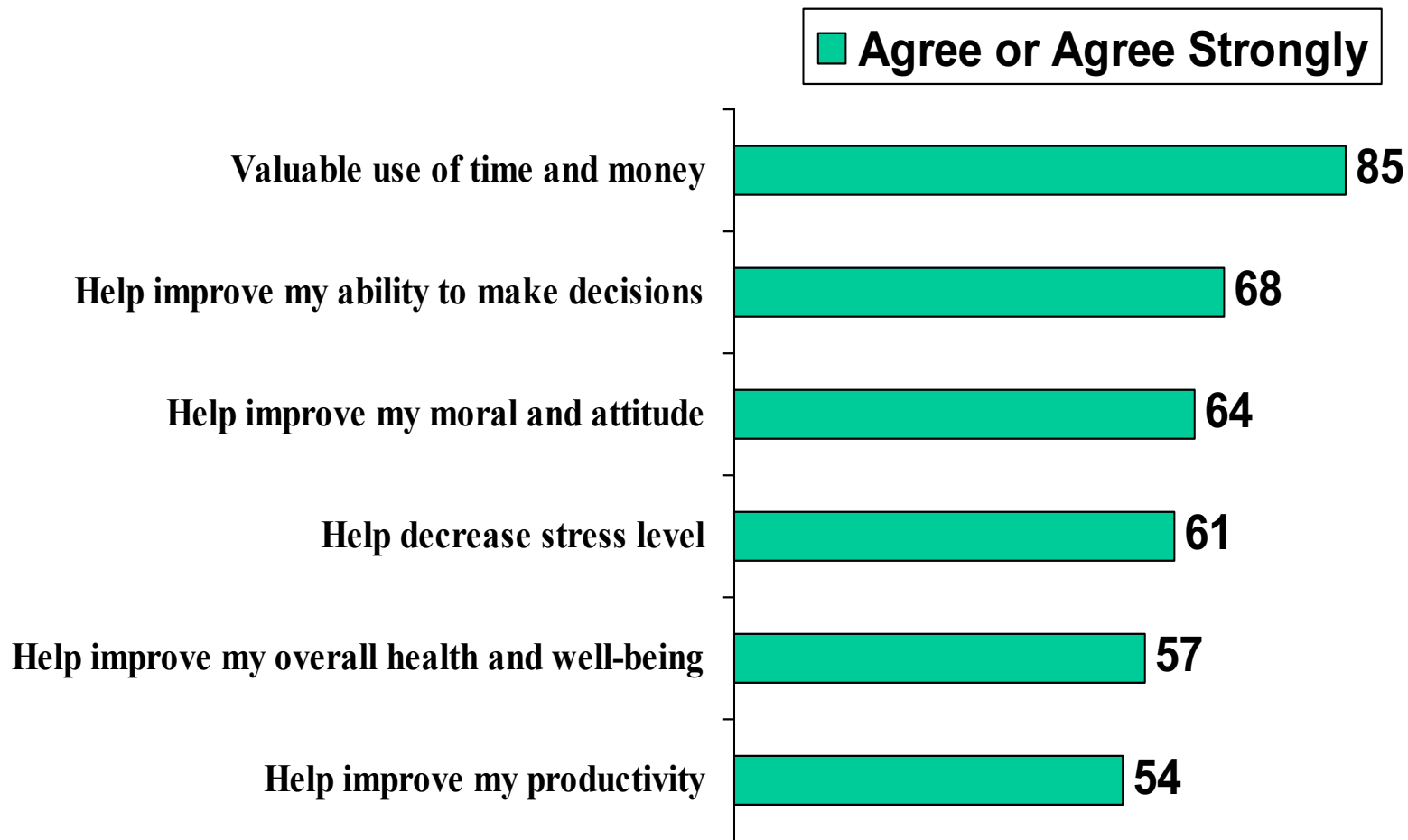
Areas:

- 1) Educational Programs and Training**
- 2) Crisis/Violence (CISM or CISD services)**
- 3) Management Consultation**
- 4) Organizational Development**

Research on Trainings

Employee Evaluations of Trainings:

Survey Data for 190 Optum Trainings (N > 3,500)

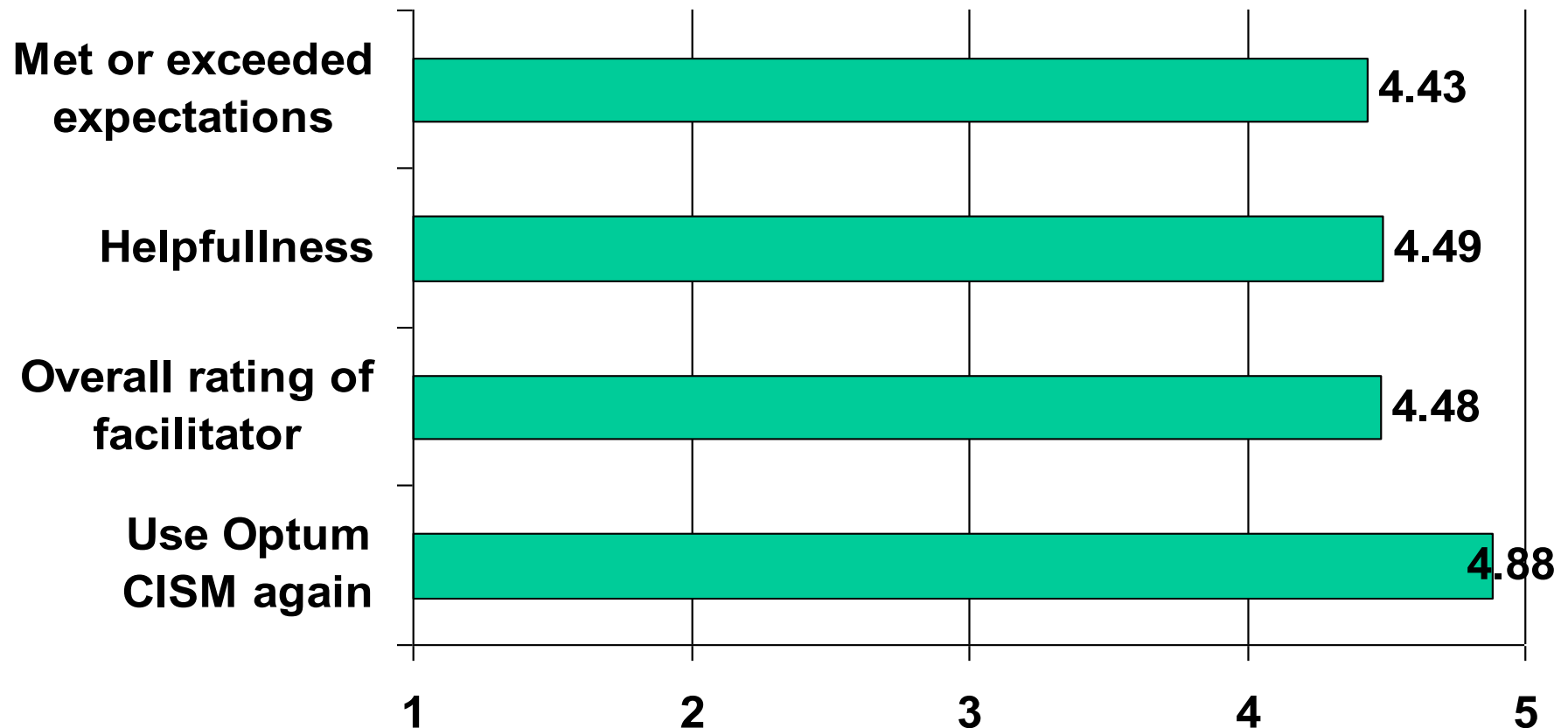


Research on Violence/Critical Incidents

- Everly, G.S., Flannery, Jr., R.B., Eyler, V., & Mitchell, J.T. (2001). Sufficiency analysis of an integrated multicomponent approach to crisis intervention: Critical incident stress management. Advances in Mind-Body Medicine, 17, 160-196. Research review of published literature showing effectiveness of CISM services.
- Flannery, R.B. (2001). The assaulted staff action program (ASAP): Ten year empirical support for critical incident stress management (CISM). International Journal of Emergency Mental Health, 3, 5-10. Review of many empirical research studies on the effectiveness of CISM services for helping employees in schools and hospitals cope with on the job violence and trauma.
- Gemignani, J. (2001). When behavioral health benefits count. Business & Health, Nov./Dec., 43-44. Editorial review of how EAPs can help employees deal with trauma and crisis, the nature of post traumatic stress disorder, and the potential for medical saving costs by EAPs referring employees for access to proper mental health treatment for depression and PTSD.

Research on Violence/Critical Incidents

Evaluations of CISM Services Y2000 & Y2001:
Survey data from supervisors after Optum use (N = 135)



Research on Management Consultations

Evaluations of Management Consultation (MC) Services:

Optum survey data from supervisors (N = 73)

- **70% MC helped to better understand and respond**
- **93% overall satisfied with MC service**
- **92% would recommend MC to other managers**
- **94% rate MC service as very valuable or valuable**
- **Outcomes of improved employee productivity, absenteeism, morale and safety**

Research on Organizational Development

- **EAP staff consultation with human resources and other departments on employee health policy and design of programs and services**
- **EAP staff role in managing organizational change and company downsizing processes**
- **EAP staff assist with leadership development and executive coaching services**

Outcomes and ROI Research is lacking for EAP organizational development services

Overview of Mayo EAP

- **Internal EAP 20 Plus Years**
- **Clinical Model**
- **1999 Staff Changes**
- **EAP Institutional Needs Assessment**
- **Creation of a New EAP Model, Client and Organizational Services Focus**

Core Organizational Services

- **Management Consultations**
- **Presentations and Trainings**
- **Facilitations**
- **Committees and Task Force Groups**

Organizational or “OD” Projects

- **Facilitation of New Transplant Procedures**
- **Employee Satisfaction Retention Project**
- **Management Leadership Circles-Nursing**
- **Development of Physician Services Office**
- **Leadership Consistency Project**
- **All Mayo Staff Survey Response Team**
- **Facilitation of Leadership Retreats**
- **Development of Work/Life Program**

Program Outcomes

- **Preventative and Collaborative Model**
- **Potential Resource for “Everybody”**
- **Maintain Appropriate Client Clinical Services**
- **New Customers = Leadership**
- **Business Value Driven Program**

Research Questions

- **Do organizational services impact the number and casemix of cases opened?**
- **Does provision of successful client services lead to an increase in requests for organizational services?**
- **What are the challenges presented by research in this area?**

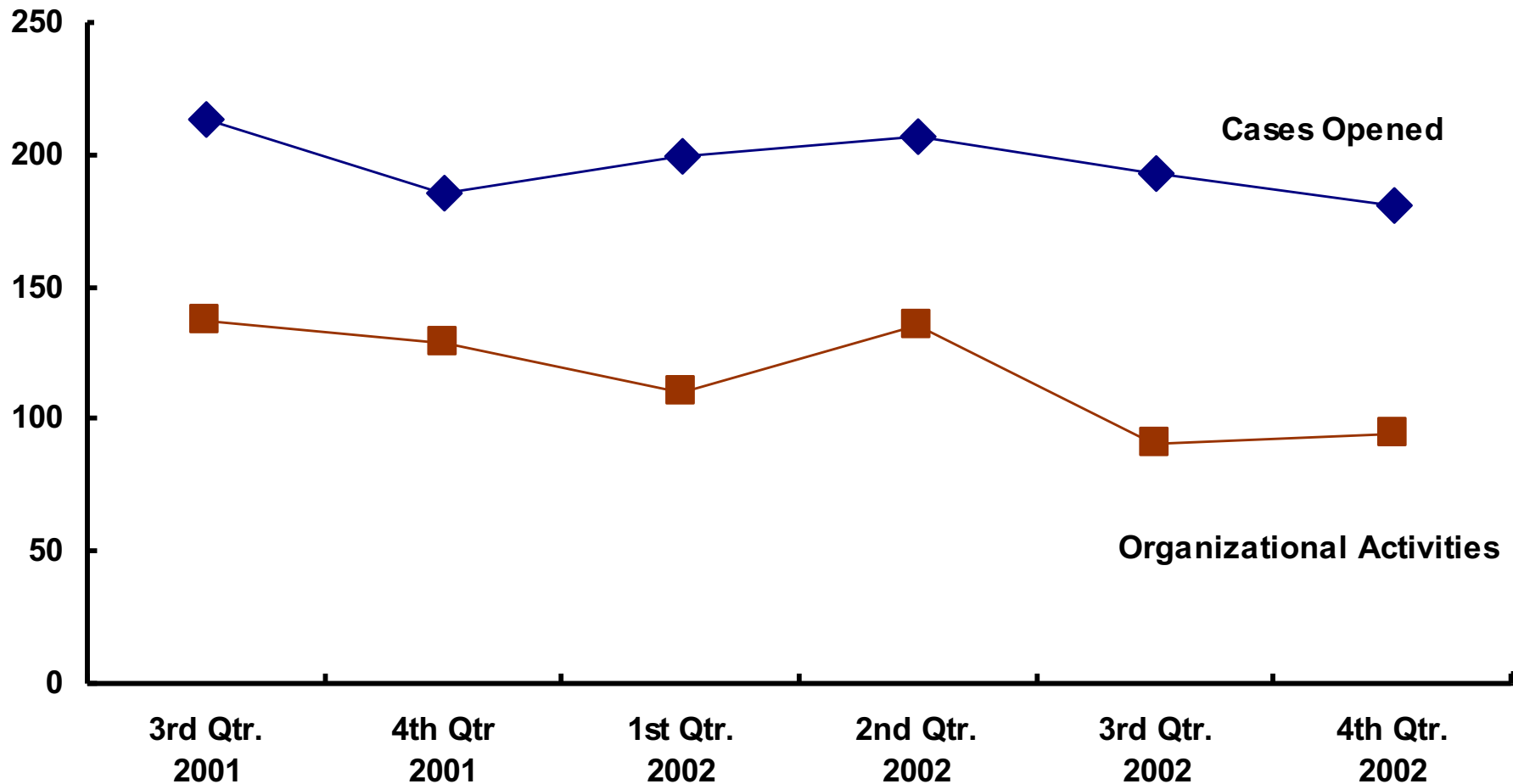
Types of Organizational Services

	No.	%	Parts.
EAP Orientations	68	9.8	3,035
EAP Supervisor/Manager Trainings	15	2.1	118
Trainings/Workshops	112	16.0	2,243
Dialogue Meetings/Groups	149	21.3	621
Facilitations	43	6.1	463
Management Consultations	241	34.4	439
Trauma Response/CISD	12	1.7	136
Administrative/Committee Meetings	60	8.6	508

Design and Data Issues

- **Study included data for organizational activities and cases opened from 7-1-2001 through 12-31-2002.**
- **Department was used as the “Unit of Analysis” (16 large department studied).**
- **Services were standardized across departments by deriving “Service Rates” (No. of services per 100 employees).**

EAP Services Provided per Quarter



EAP Service Rates by Department

	No. of Employees	Cases Opened Service Rate	Organizational Activities Service Rate
Department 1	288	7.6	2.4
Department 2	1,445	1.9	0.4
Department 3	1,667	6.1	0.6
Department 4	257	3.1	5.8
Department 5	982	5.4	2.4
Department 6	156	1.9	1.3
Department 7	187	14.4	46.5
Department 8	519	4.2	8.1
Department 9	459	3.7	0.0
Department 10	415	4.1	1.0
Department 11	8,415	5.0	1.7
Department 12	260	2.7	0.8
Department 13	4,116	6.2	5.5
Department 14	1,723	4.4	1.2
Department 15	1,174	3.2	0.2
Department 16	1,520	3.9	0.7

Summary of Findings

- **Large number and variety of organizational services delivered.**
- **Both client and organizational services have reached a “steady state.”**
- **Wide range of service rates across departments.**
- **Service rates are highly correlated.**
- **Some departments appear to have great needs.**

Research Challenges and Possibilities

- **Exploring “subjects” other than departments.**
- **Attempts at time sequencing of events in a controlled setting.**
- **Tracking of direct connections between organizational services and case-related services.**
- **Replications in other internal and external EAPs.**

Summary of Making the Business Case for Organizational EAP Services

- **Do you provide the full range of organizational EAP services (4 areas)?**
- **Do you understand and manage what drives the use of these organizational services?**
- **Do you measure utilization of all services?**
- **Do you collect relevant outcome data?**
- **Do you assign financial value to outcomes?**
- **Do you communicate your value to the customer?**

Questions and Answers

