

Restoring the Workplace: A Research-Driven Agenda for EAPs

By Mark Attridge, PhD, MA

EAPA 2009 PRE-INSTUTE TRAINING – October 20 - Full Day - 8:30 AM to 5:00 PM

General Literature Reviews on Area of Workplace Mental Health

Archambault, E., Cote, G., & Gingras, Y. (2004). Bibliometric analysis of research on mental health in the workplace in Canada, 1991-2002. *HealthcarePapers* 5(2): 133-140.

Attridge M. (2007). Making the business case: Plenty of studies prove that employers should invest in their workers' mental well-being. *Behavioral HealthCare*, 27(11), 31-33.

Attridge, M. (2008). *A Quiet Crisis: The Business Case for Managing Employee Mental Health*. Vancouver, BC, Canada: Human Solutions.

Attridge, M. (Forthcoming 2009). Employee Assistance Programs: A research-based primer. In J. Campbell Quick, C. Cooper, & M. Schbracq (Eds.), *The Handbook of Work and Health Psychology, 3rd Edition*, NY: Wiley.

Attridge, M., Ricciuti, J., & Thompson, C. (2008, April). *A Global View of Workplace Mental Health Trends in Research, Government and Business*. Presented at the Employee Assistance Society of North America Annual Institute, Vancouver, BC, Canada.

Attridge, M., & Wallace, S. (2009). *Hidden Hazards: The Business Response to Addictions in the Workplace*. Vancouver, BC, Canada: Human Solutions.

Lesage, A., Dewa, C. S., Savoie, J-Y., Quirion, R., & Frank, J. (2004). Note from the guest editors. Mental health and the workplace: Towards a research agenda. *HealthcarePapers*, 5(2), 4-10.

Watson Wyatt Worldwide. (2007). *Mental Health in the North American Labour Force: Literature Review and Research Gap Analysis*. Authors: Ricciuti, J., Attridge, M., Steacy, R., Durant, G., Ausqui, J., DeBartolli, K., & Clarkson, A. Toronto, ON, Canada: Watson Wyatt Worldwide.

Part 1 - Understanding the Problems of the Workplace: Research on the Prevalence and Consequences of Mental Health and Addictions

Dewa, C. S., Lesage, A., Goering, P. & Caveen, M. (2004). Nature and prevalence of mental illness in the workplace. *HealthcarePapers* 5(2), 12-25.

Goetzel, R. Z., Anderson, D. R., Whitmer, R. W., Ozminkowski, R. J., Dunn, R. L., & Wasserman, J. (1998). The relationship between modifiable health risks and health care

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expenditures: An analysis of the multi-employer HERO health risk and cost database. *Journal of Occupational and Environmental Medicine*, 40(10), 843-854.

Goetzel, R. Z., Long, S.R., Ronald, M.S., Ozminkowski, J., Hawkins, K., Wang, P., et al. (2004). Health, absence, disability and presenteeism cost estimates of certain physical and mental health conditions affecting US employers. *Journal of Occupational and Environmental Medicine*, 46(4), 398-412.

Integrated Benefits Institute. (2004, June). *The Business Case for Managing Health and Productivity—Results from IBI's Full-Cost Benchmarking Program*. Integrated Benefits Institute. www.ibiweb.org

Larson, S. L., Eyerman, J., Foster, M. S., & Gfroerer, J. C. (2007). *Worker Substance Use and Workplace Policies and Programs* (DHHS Publication No. SMA 07-4273, Analytic Series A-29). Rockville, MD: Substance Abuse and Mental Health Services Administration, Office of Applied Studies.

Kirby, J. L., et al. (2006). *OUT OF THE SHADOWS AT LAST: Transforming Mental Health, Mental Disorders and Addiction Services in Canada (Report 4)*. The Standing Senate Committee on Social Affairs, Science and Technology. Ottawa, Ontario, Canada.

Melek, S., & Norris, D. (2008). *Chronic Conditions and Comorbid Psychological Disorders*. A Milliman Research Report. Seattle, WA: Milliman.

National Institute of Mental Health. (2008). *The Numbers Count: Mental Disorders in America*. Accessed Feb 14, 2008 from www.nimh.nih.gov/health/publications/the-numbers-count-mental-disorders-in-america.shtml.

Office of National Drug Control Policy. (2004). *The Economic Costs of Drug Abuse in the United States, 1992-2002*. Washington, DC: Executive Office of the President (Publication No. 207303).

Simon, G. E., Barber, C., Birnbaum, H. G., Frank, R. G., Greenberg, P. E., Rose, R. M., Wang P. S., & Kessler, R. C. (2001). Depression and work productivity: The comparative costs of treatment versus nontreatment. *Journal of Occupational and Environmental Medicine*, 43(6), 2-9.

Stinson, F. S., Grant, B. F., Dawson, D. A., Ruan, W. J., Huang, B., & Saha, T. (2006). Comorbidity between DSM-IV alcohol and specific drug use disorders in the United States. *Alcohol Research & Health*, 29(2), 94-106.

U.S. Department of Health and Human Services. (1999) *Mental Health: A report of the Surgeon General*. Executive summary. Rockville, MD: Substance Abuse and Mental Health Services Administration, Center for Mental Health Services, National Institutes of Health, National Institute of Mental Health. <http://www.surgeongeneral.gov/library/mentalhealth/toc.html>

World Health Organization. (2005). *Mental Health Policies and Programmes in the Workplace*. World Health Organization. Citation: ISBN-13-9789241546799.

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Part 2 - Responding to the Problems of the Workplace: Research on Types of Treatments and Their Effectiveness for Mental Health and Addictions

Barling, J. (2007, May). *Ten Key Factors in Building a Psychologically Healthy Workplace*. Presentation at the 2nd Canadian Congress on Research on Mental Health & Addiction in the Workplace, Vancouver, BC, Canada.

Cartwright, W. S. (2000). Cost–Benefit analysis of drug treatment services: Review of the literature. *Journal of Mental Health Policy and Economics*, 3, 11–26.

Corbiere, M., & Shen, J. (2006). A systematic review of psychological return-to-work interventions for people with mental health problems and/or physical injuries. *Canadian Journal of Community Mental Health*, 25(2), 261-288.

Dentzer, S. (2009). Mental health care in America: Not yet good enough. *Health Affairs*, 28(3), 635-636.

Hargrave, G. E., Hiatt, D., Alexander, R., & Shaffer, I. A. (2008). EAP treatment impact on presenteeism and absenteeism: Implications for return on investment. *Journal of Workplace Behavioral Health*, 23(3), 283-293.

Harvey, S., Courcy, F., Petit, A., Hudon, J., Teed, M., Loiselle, O., & Morin, A. (2006). *Organizational Interventions and Mental Health in the Workplace: A Synthesis of International Approaches*. Report R-480, Montréal, IRSST.

Health Canada. (1999). *Best Practices—Substance Abuse Treatment and Rehabilitation*. Ottawa, ON: Author.

Jordan, N., Grissom, G., Alonzo, G., Dietzen, L., & Sangsland, S. (2008). Economic benefit of chemical dependency treatment to employers. *Journal of Substance Abuse Treatment*, 34(3), 311-319.

Kessler, R.C., & Stang, P.E. (Eds.). (2006). *Health and Work Productivity: Making the Business Case for Quality Health Care*. Chicago: University of Chicago Press.

Harlow, K. C. (2006). The effectiveness of a problem resolution and brief counseling EAP intervention. *Journal of Workplace Behavioral Health*, 22(1), 1-12.

LaMontagne, A. D., Keegel, T., Louie, A. M., Ostry, A. & Landsbergis, P. A. (2007). A systematic review of the job-stress intervention evaluation literature, 1990–2005. *International Journal of Occupational and Environmental Health*, 13, 269-280.

Lipsey, M. W., & Wilson, D. B. (1993). The efficacy of psychological, educational, and behavioral treatment confirmation from meta-analysis. *American Psychologist*, 48(12), 1181-1209.

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Miller, N.E., & Magruder, K.M. (Eds.), (1999). *Cost-effectiveness of Psychotherapy: A Guide for Practitioners, Researchers and Policymakers*. New York: Oxford.

Parks, K. M., & Steelman, L. A. (2008). Organizational wellness programs: A meta-analysis. *Journal of Occupational Health Psychology, 13* (1), 58-68.

Raistrick, D., Heather, N., & Godfrey, C. (2006). *Review of the Effectiveness of Treatment for Alcohol Problems*. London: National Treatment Agency for Substance Misuse.

Richardson, K. M., & Rothstein, H. R. (2008). Effects of occupational stress management intervention programs: A meta-analysis. *Journal of Occupational Health Psychology, 13* (1), 58-68.

Rost, K., Smith, J. L., & Dickinson, M. (2004). The effect of improving primary care depression management on employee absenteeism and productivity. A randomized trial. *Medical Care, 42*, 1202–1210.

Seligman, M.P. (1995). The effectiveness of psychotherapy, *American Psychologist, 50* (12), 965-974.

Substance Abuse and Mental Health Services Administration. (2008). *The NSDUH Report: Participation in Self-Help Groups for Alcohol and Illicit Drug Use: 2006 and 2007*. Rockville, MD: Author.

Shemo, J.P. (1985). Cost-effectiveness of providing mental health services: The offset effect. *International Journal of Psychiatry in Medicine, 15* (1), 19-31.

Wang, P. S., Lane, M., Olfson, M., et al. (2005). Twelve-month use of mental health services in the United States: results from the National Comorbidity Survey Replication. *Achieves of General Psychiatry, 62*(6), 629–640.

EAP Impact on Productivity:

- Harlow, K. C. (2006). The effectiveness of a problem resolution and brief counseling EAP intervention. *Journal of Workplace Behavioral Health, 22*(1), 1-12.
- Phillips, S. B. (2004). Client satisfaction with university employee assistance program. *Journal of Workplace Behavioral Health, 19*(4), 59-70.
- Selvik, R., Stephenson, D., Plaza, C., & Sugden, B. (2004). EAP impact on work, relationship, and health outcomes. *Journal of Employee Assistance, 34*(2), 18-22.
- Attridge, M. (2003, March). EAP impact on work, stress and health: National data 1999-2002. Presented at the *Work, Stress and Health Conference - American Psychological Association/National Institutes of Occupational Safety and Health*, Toronto, ON, Canada.
- Baker, E. (2007, October). Measuring the impact of EAP on absenteeism and presenteeism. Presented at the *Employee Assistance Professionals Association Annual Conference*, San Diego, CA.

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Part 4 – Defining the Value of EAP to Purchasers

Amaral, T. M., & Attridge, M. (2004, November). *Communicating EAP Business Value: Successful Strategies for Measurement, Reporting and Presentations*. Presented at the annual conference of the Employee Assistance Professionals Association, San Francisco, CA.

Amaral, T. M., & Attridge, M. (2005, May). *Expanding Business Value Through EAP Partnerships: A Review of Research and Best Practices*. Presented at Employee Assistance Society of North America Annual Institute, Chicago, IL.

Attridge, M. (2005). The business case for the integration of employee assistance, work/life and wellness services: A literature review. *Journal of Workplace Behavioral Health, 20*(1), 31-55.

Attridge, M., & Amaral, T. M. (2002, October). *Making the Business Case for EAPs with the Core Technology*. Presented at the annual conference of the Employee Assistance Professionals Association, Boston, MA.

Attridge, M., & Amaral, T. (2004, November). *Creating and Communicating Value: Business Metrics for EAPs*. A full-day workshop for EAPA Professional Development Institute, San Francisco, CA.

Attridge, M., Amaral, T. M., & Hyde, M. (2003). Completing the business case for EAPs. *Journal of Employee Assistance, 33*(3), 23-25.

Part 5 – Increasing the Value of EAP to Purchasers

Attridge, M. (2002, June). *Employee Assistance Program Outcomes Similar for Counselor (Phone and In-person) and Legal/Finance Consultation Clients*. Presented at the annual conference of the American Psychological Society, New Orleans, LA.

Attridge, M., Herlihy, P., & Maiden, P. (Eds.). (2005). *The Integration of Employee Assistance, Work/Life and Wellness Services*. Binghamton, NY: Haworth Press.

Bennett, J. B., & Attridge, M. (2007, May). *Empowering EAPs as Collaborators: A Dialogue on Integral Prevention and Innovation*. A full-day workshop for Pre-Institute of the Employee Assistance Society of North America, Atlanta, GA.

Bennett, J. B., & Attridge, M. (2008). Adding prevention to the EAP Core Technology. *Journal of Employee Assistance, 38*(4), 3-6.

Jones, G., & Stokes, A. (2009). *Online Counseling: A Handbook for Practitioners*. New York: Palgrave MacMillan.

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- Kessler, D., Lewis, G., Kaur, S., Wiles, N., King, M., Weich, S., Sharp, D. J., Araya, R., Hollingquist, S., & Peters, T. J. (2009). Therapist-delivered Internet psychotherapy for depression in primary care: A randomised controlled trial. *Lancet*, *374*, 628-634.
- McKay, J. R., Lynch, K. G., Shepard, D. S., & Pettinati, H. M. (2005). The effectiveness of telephone-based continuing care for alcohol and cocaine dependence: 24-month outcomes. *Archives of General Psychiatry*, *62*(2), 199–207.
- Parnass, P., Mitchell, D., Seagram, S., Wittes, P., Speyer, C., & Fournier, R. (2008, April). *Delivering Employee eCounseling Programs: Issues and Experiences*. Presented at the annual institute of the Employee Assistance Society of North America, Vancouver, BC, Canada.
- Richard, M. A. (2009). Cyberspace: The new frontier for Employee Assistance Programs. In M. A. Richard, W. G. Emener, & W. S. Hutchison, Jr. (Eds.), *Employee Assistance Programs: Wellness/Enhancement Programming, 4th Edition* (pp. 288-292). Springfield, IL: Thomas.
- Selvik, R., Stephenson, D., Plaza, C., & Sugden, B. (2004). EAP impact on work, relationship, and health outcomes. *Journal of Employee Assistance*, *34*(2), 18-22.
- Simon, G. E., Ludman, E. J., Tutty, S., Operskalski, B., & Von Korff, M. (2004). Telephone psychotherapy and telephone care management for primary care patients starting antidepressant treatment: A randomized controlled trial. *Journal of the American Medical Association*, *25*(292), 935-942.
- Terry, P., Seaverson, E. L. D., Grosmeier, J., & Anderson, D. R. (2008). Association between nine quality components and superior worksite health management program results. *Journal of Occupational and Environmental Medicine*, *50*(6), 633-641.

Part 6 – Measuring the Value of EAP for Purchasers

- Attridge, M. (2004, November). *Measuring Employee Productivity, Presenteeism and Absenteeism: Implications for EAP Outcomes Research*. Presented at the annual conference of the Employee Assistance Professionals Association, San Francisco, CA.
- Attridge, M. (2007, August). *Customer-Driven ROI for EAPs*. Audio-conference Workshop. Yreka, CA: Advanced Training Institute - EAP Technology Systems, Inc.
- Attridge, M. (2007). Answering 10 questions: EAP reports should answer 10 basic questions that drive purchaser expectations about the value of employee assistance services. *Journal of Employee Assistance*, *37*(3), 27-30.
- Attridge, M. (2008, March). *Return-On-Investment Calculations for Behavioral Health: Development and Application*. Presented at the bi-annual Work Stress & Health Conference, American Psychological Association/National Institutes of Occupational Safety and Health, Washington, DC.

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- Attridge, M. (2009, May). Employee work engagement: Best practices for employers. *ResearchWorks*, 1(2). Partnership for Workplace Mental Health/American Psychiatric Association.
- Attridge, M. (2009, July). The business case for critical incident stress response: A brief review of the business literature. *Crisis Care Network Practice Points*. Online at CrisisCareNetwork.
- Attridge, M., Bennett, J. B., Frame, M. C., & Quick, J. C. (2009). Corporate Health Profile: Measuring Engagement and Presenteeism. In M. A. Richard, W. G. Emener, & W. S. Hutchison, Jr. (Eds.), *Employee Assistance Programs: Wellness/Enhancement Programming, 4th Edition* (pp. 228-236). Springfield, IL: Charles C Thomas.
- Baker, E. (2007, October). *Measuring the Impact of EAP on Absenteeism and Presenteeism*. Presented at the annual conference of the Employee Assistance Professionals Association, San Diego, CA.
- Couser, G. P. (2008). Challenges and opportunities for preventing depression in the workplace: A review of the evidence supporting workplace factors and interventions. *Journal of Occupational and Environmental Medicine*, 50(4), 411-427.
- Finch, R. A. & Phillips, K. (2005). *An Employer's Guide to Behavioral Health Services*. Center for Prevention and Health Services. Washington, DC: National Business Group on Health.
- Goetzel, R. Z., Guindon, A. M., Turshen, J., & Ozminowski, R. J. (2001). Health and productivity management: Establishing key performance measures, benchmarks, and best practices. *Journal of Occupational and Environmental Medicine*, 43, 10-17.
- Goetzel, R. Z., Schechter, D., Ozminowski, R. J., Marmet, P. F., Tabrizi, M. J., & Roemer, E. C. (2007). Promising practices in employer health and productivity management efforts: Findings from a benchmarking study. *Journal of Occupational and Environmental Medicine*, 49(2), 111-130.
- Kessler, R. C., Ames, M., Hymel, P. A., Loeppke, R., McKenas, D. K., Richling, D., et al. (2004). Using the World Health Organization Health and Work Performance Questionnaire (HPQ) to evaluate the indirect workplace costs of illness. *Journal of Occupational and Environmental Medicine*, 46(6), 523-537.
- Langlieb, A. M., & Kahn, J. P. (2005). How much does quality mental health care profit employers? *Journal of Occupational and Environmental Medicine*, 47 (11), 1099-1109.
- Lennox, R., & Sharar, D. (2009, October). *Empirical Approaches to Selecting and Measuring Outcomes in EAP*. [New measurement scales by Chestnut Global Health] Presented at the annual meeting of the Employee Assistance Professionals Association, Dallas, TX.
- Madras, B. K., Compton, W. M., Avula, D., Stegbauer, T., Stein, J. B., & Clark, H. W. (2009).

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Screening, brief interventions, referral to treatment (SBIRT) for illicit drug and alcohol use at multiple healthcare sites: Comparison at intake and 6 months later. *Drug and Alcohol Dependence*, 99, 280–295.

Nyce, S., & Riccuiti, J., with M. Attridge as moderator. (2008, August). *2007 Staying@Work Survey: Highlights from US and Canadian Health & Productivity Scorecards Relevant to EAPs*. Online Presentation for Webinar Series. Washington, DC: EAPA.

Otis, J., Attridge, M., & Riedel, J. (2000, September). *Managing Human Capital for Organizational Success*. Presented at the Benefits Management Forum and Expo, Chicago, IL.

Parker, M., White, N.L. & Hietala, C. (2002). Helping managers manage workplace crises: The results of Optum management consultation evaluation surveys. *Acta Academia*, 176-182.

Part 7 – Sharing the Value of EAP – Reporting, Resources and Revitalization Tools for EAPs

Reports for Employers:

The Importance of EAPs in Population Health Management.

(2008). Fogarty, S. *Benefits & Compensation Digest*, 45(10), 5,11-14. 5 pages. Free. USA.
www.curalinc.com/documents/TheImportanceofEAPsinPopulationHealthManagementBenefitsCompDigestv1008.pdf

An Employer’s Guide to Workplace Substance Abuse: Strategies and Treatment Recommendations.

(2009). National Business Group on Health (NBGH). 30 pages. Free. USA.
www.businessgrouphealth.org

An Employer’s Guide to Employee Assistance Programs.

(2008). National Business Group on Health (NBGH). 40 pages. Free. USA.
www.businessgrouphealth.org/pdfs/FINAL%20EAP_report_2008highres.pdf

A Mentally Healthy Workforce – It’s Good for Business.

(2006). The Partnership for Workplace Mental Health – American Psychiatric Association. 28 pages. Free. USA.
www.workplacementalhealth.org/pdf/businesscase12112006.pdf

Mental Health at Work...From Defining to Solving the Problem: 3 Booklets.

(2005). Brun, J-P. Université Laval. 64 pages. Free. Canadian.
www.iapa.ca/main/Resources/additional_downloads.aspx

Selecting and Strengthening Employee Assistance Programs: A Purchaser’s Guide

(2009). Employee Assistance Society of North America (EASNA). 62 pages. Free. USA.
www.easna.org

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Supportive Organizations

Centre for Mental Health in the Workplace

(Great-West Life)

www.gwlcentreformentalhealth.com

Mental Health Works

(Canadian Mental Health Association, Ontario)

www.mentalhealthworks.ca

Partnership for Workplace Mental Health

(American Psychiatric Association Foundation)

www.workplacementalhealth.org

Psychologically Healthy Workplace Awards

(American Psychological Association)

www.phwa.org

Working Partners for an Alcohol- and Drug-Free Workplace

(US Bureau of Labor)

www.dol.gov/asp/programs/drugs/workingpartners/wp_work.asp