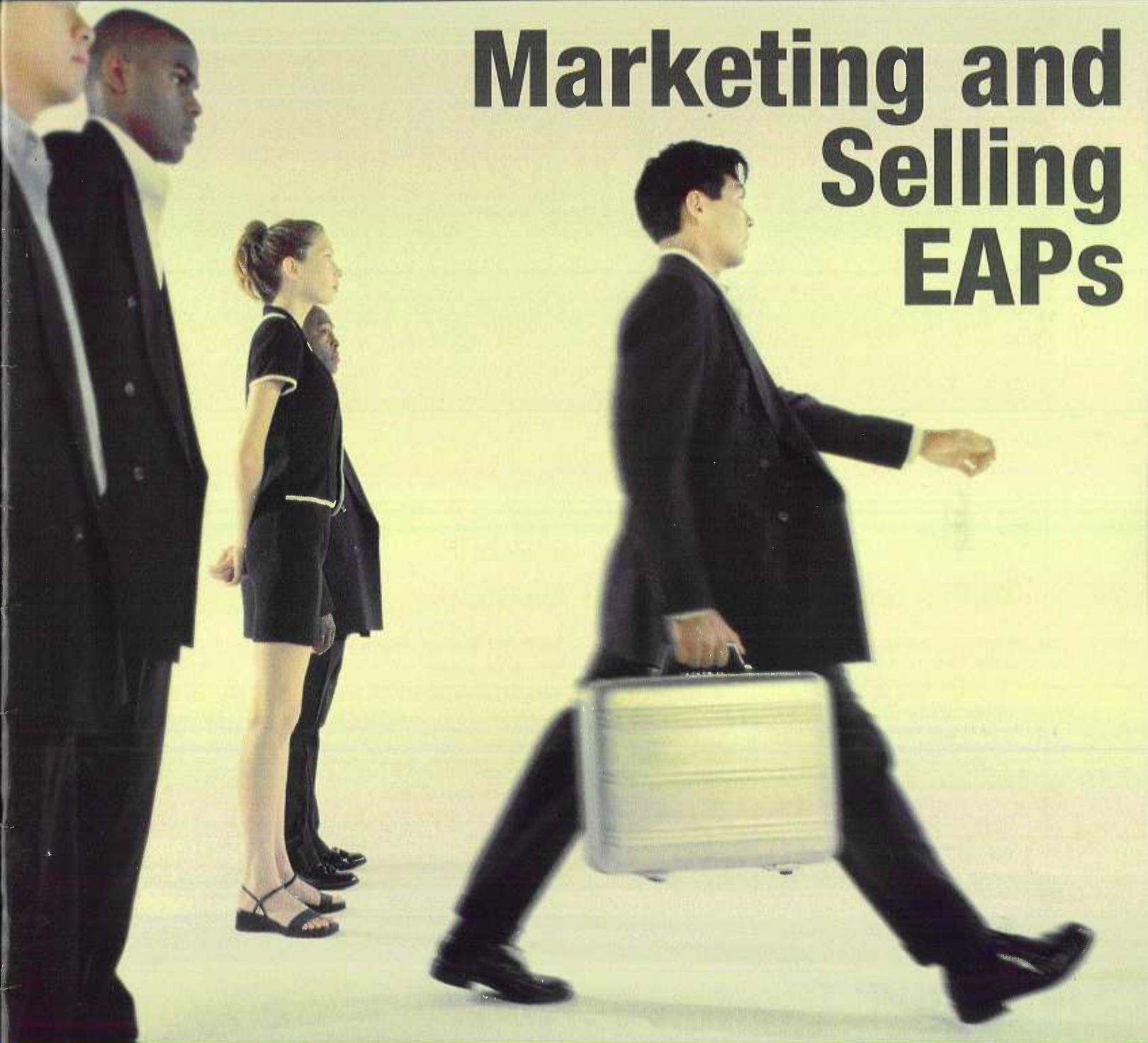


# *Journal of* **Employee Assistance**

The magazine of the Employee Assistance Professionals Association

VOL. 36 NO. 1 • 1ST QUARTER 2006

## **Marketing and Selling EAPs**



Also Inside:  
Mid-Life Eating Disorders and the Workplace  
Adding Mediation Services to Your EAP  
Excerpts from Presentations at the 2005 EAPA Conference



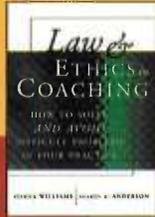
Employee Assistance  
Professionals Association



THE INSTITUTE FOR  
**LIFE COACH TRAINING**

*"We train great helping professionals to become masterful life coaches."*

**THE INSTITUTE FOR LIFE COACH TRAINING**



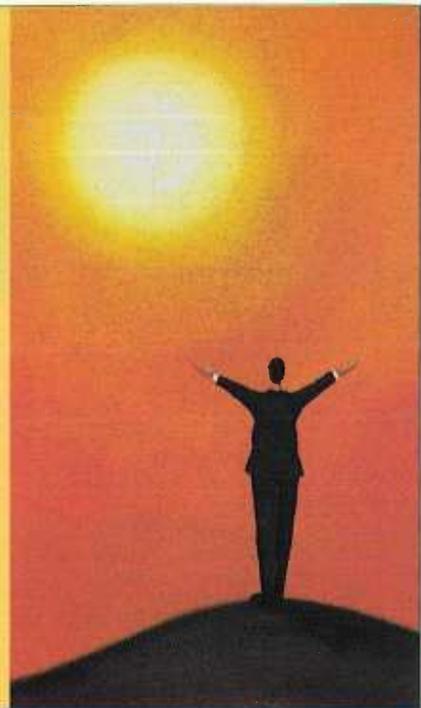
Look for Pat Williams' new book:

**LAW & ETHICS IN COACHING**  
How to solve & avoid difficult problems in your practice.

Visit our website to order

*Benefits include:*

- Your education, professional skills and experience are fully integrated to shorten the transition into becoming a coach. Plus you'll learn how to market your coaching services!
- Content and techniques are based on theoretical foundations from psychology and other evidenced-based applications
- A 40-Hour Foundational Course OR a 20-Hour Specialist Program for EAP & Workplace Coaching that includes 20 EAPA & 20 HRCI credits.
- CE CREDITS ARE AVAILABLE!



ILCT is the premier training program for mental health professionals transitioning into coaching with a 40 hour foundational telecourse. Classes are taught through the convenience of *distance learning* (teleconferencing). The ILCT Coach Training Program has been awarded the **International Coach Federation's Accredited Coach Training Program** designation. This credential is awarded to programs that meet professional standards for coach training programs established by the ICF.

[www.LifeCoachTraining.com](http://www.LifeCoachTraining.com)

*Northeastern University is pleased to introduce the*  
**Online Institute for Employee Assistance**



Under the direction of Dr. Dale Masi, the Northeastern University Online Institute for Employee Assistance will offer courses and certificate programs for Employee Assistance professionals.

Dr. Masi has been a leader in the Employee Assistance industry for more than 20 years.

In addition to Dr. Masi, the Institute for Employee Assistance also has a selection of nationally renowned faculty including Timothy Stockert, MBA, MSW; Christine Kominoth, MSW; Dr. Patricia Herlihy; and Bernard McCann, MS.

The entire curriculum is delivered in an online format so that you can complete your program or course at home, work, or on the road.



SCHOOL OF PROFESSIONAL  
AND CONTINUING STUDIES

**Institute offerings include the following:**

Introduction to EAPs

Clinical Components of EAPs

Total Quality Management/Accreditation

Addictions

International EAP I and II

Workplace Options I and II

Methods of Qualitative Evaluation

Methods of Quantitative Evaluation

Domestic and International Internship opportunities

**Register for an individual course or complete four plus an internship to earn a certificate.**

Certificate demonstrates that the participant has successfully completed an education program designed to administer and execute an EAP Program.

Courses support CEAP status and comply with EAPA requirements for PDHs, NASW CEUs, and SHRM.

**For more information, visit [www.ace.neu.edu/professional](http://www.ace.neu.edu/professional) or call 617.373.2400.**

# Journal of Employee Assistance

The magazine of the Employee Assistance Professionals Association

VOL. 36 NO. 1 • 1ST QUARTER 2006

## Focus

### Marketing and Selling EAPs

17

As employers of all sizes become more strategic in defining and addressing challenges, EAPs must consider how they will position their services to gain a marketing edge.

#### Tying EAPs to the Big Picture

by Rod Phillips

18

#### Selling EAPs to Small Businesses

by Fred Holloway, MSIR, SPHR

20

#### Health and Productivity Management:

#### Market Opportunities for EAPs

by Robert M. Kramer, Ph.D., and Shannon Rickert, M.S.

23

#### The United Kingdom: The 25-Year-Old Adolescent

by Richard Hopkins

25

#### Germany: A Difficult Market for EAPs

by Juliane Barth

26

## Features

### Mediation: A Possible Asset for EAPs

by Chris Wilburn

Though mediation is not always a good fit for workplace disputes, mediation services can provide EAPs with another tool to add to their repertoire of skills.

7

### Mid-Life Eating Disorders

by Barbara Wingate, M.D., M.S.W.

More and more women aged 30 and older are presenting with eating disorders, and EAPs can play an important role in minimizing the impact on the workplace.

9

### Excerpts from EPA's 2005 Annual Conference

11

#### Compliance, Risk Management, and EAPs: How to Build the Partnership

Marilyn Gaipa

12

#### Re-Energizing the Roots of Employee Assistance:

#### Tapping into Federal Workplace Substance Abuse Efforts

Elena Carr

13

#### Why Don't Supervisors Refer?

Tamara Cagney

14

#### Optimistic Thinking: How to Train Employees

Eduardo Lambardi and Andrea Lardani

15

## DEPARTMENTS

### Best Practices

27

### Front Desk

4

### Info Sources

36

### News Briefs

31

### The View from Here

29

*"From a marketing standpoint, does it make sense to further stretch the boundaries of employee assistance and integrate health and wellness and disease management services with EAP services?"*

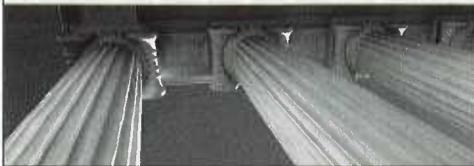
Robert M. Kramer and Shannon Rickert  
"Health and Productivity Management:  
Market Opportunities for EAPs"

### Index to Advertisers

5

## CRISIS CARE NETWORK

Proven. Trusted. Partner.



# CrisisCoach

VERSION 2.0

*a new dimension in  
crisis response*

Coming 2006!

## Proven.

A decade of service  
Scalable disaster response  
Over 20,000 on-site responses  
Global coverage  
Audited quality and performance standards

## Trusted.

Leading the industry with evidence-based best practices  
Research-based specialist training  
Fully HIPAA compliant

## Partner.

Seamless service delivery  
Leading supplier of critical incident response services  
Highly customized response protocols  
On-line case management and reporting

Register Now for Critical Incident Response  
Training - Coming to the October 2006 EAPA Conference in Nashville.  
Call 888-736-0911 ext. 836 for details!



My name is Amy Harting,  
VP of operations.  
Call me for personal attention  
in finding the best solution  
to your EAP software needs.



**DAYBREAK**  
EAP Software

**DAYBREAK - Your Best EAP Software Solution!**

### **E-SIGNATURES NOW AVAILABLE WITH DAYBREAK**

A Paperless System eliminates client folders, filing, finding charts.

#### **DAYBREAK'S SALES DEVELOPMENT SOFTWARE**

Can be free-standing  
Acts as a contract manager

Call me now at 800-782-6785 or email me at [sales@daybreakeapsoftware.com](mailto:sales@daybreakeapsoftware.com)



## WORKPLACE OPTIONS

---

Workplace Options' **Advantage** philosophy:

WORK IS NOT JUST ABOUT WHAT WE EARN.  
IT'S ABOUT WHAT WE LEARN.



THAT'S WHERE WE COME IN.

Introducing the National Training Center by Workplace Options. This is your opportunity to be the work-life expert to your clients by offering 90 titles covering a wide spectrum of child care, elder care, parenting, lifestyle, legal/financial and management content areas, each designed for 60-minute sessions. Of course, customized sessions are always a possibility. Get your copy of the National Training Center 2006 Work-Life Seminar Catalog—available in a variety of formats, including the option of branding it to your organization. Download the catalog request form at: [www.workplaceoptions.com](http://www.workplaceoptions.com)

800-699-8011 • 4020 CAPITAL BLVD., SUITE 100, RALEIGH, NC 27604

# Competing on Higher Ground

by Maria Hartley, LEAP



Maria Hartley

As I write this column, the most concerted marketing and sales effort of the year is in full swing. The Christmas season is upon us, and the television and radio airwaves and newspapers are full of sales pitches for everything from dolls to sweaters to luxury automobiles.

Though the sheer volume of advertising can be overpowering, at least the advertisements vary in content and purpose. Some tout low prices, others high quality; many appeal to people's sentiments, such as our desire to indulge our children or please a loved one.

Contrast these differing emphases with the marketing and selling of employee assistance programs. Though there may be mention of advantages such as superior quality, responsiveness, or services, EAPs the world over seem to compete primarily on one consideration: price. Over time, this basis for competition has led to a predictable result—a slow but steady pressure to do more for less. Furthermore, our customer base has not been challenged to modify its impression that EAPs are low-cost counseling services for workers who are mentally disturbed and/or dependent on alcohol or drugs.

Marketing efforts that use a variety of approaches to highlight the bottom-line value of EAPs would reduce the pressure on prices and take the industry to a higher ground for competition. For example, our marketing could explain how to differentiate EAP services based on quality and performance, demonstrate to our customers the value and results EAPs can provide, or educate our customers about how EAPs can complement other organizational initiatives such as disability management and work-life balance. Such a focus would also help drive low-quality EAPs out of

the market, which would benefit not only the better EAP providers but also employers, employees and their families.

One roadblock we face is that many of our contacts at work organizations are human resources specialists who see EAPs as part of a benefits package rather than as workforce performance enhancement tools. To become a partner in improving workforce performance and be able to charge for our expertise, we need to talk to the decision makers. But how do we get to them?

Another roadblock is that some EA professionals market their services by speaking about return on investment and measuring the effects of EAP services, but our industry currently lacks uniformity in how we measure and report our services. This confuses our message to customers and fails to convince EAP purchasers of the quality and impact of our programs.

Notwithstanding these and other challenges, some EAP providers are enjoying success in marketing and selling EAPs on the basis of strengths other than low price. This issue of the *Journal* suggests two approaches: tying EA services to the work organization's overall business strategy and incorporating health and productivity management services into an EAP. A third article discusses how EAP providers can break into a market that has long eluded us—small businesses. And thanks to some EAPA members outside the United States, this issue also contains perspectives on marketing and selling EAPs in England and Germany.

In addition to the theme articles, this issue of the *Journal* looks at the growing incidence of mid-life eating disorders and their impact on the workplace and discusses the pros and cons of adding mediation services to an EAP's

repertoire. It also contains excerpts of some of the nearly 50 presentations at the 2005 EAPA Annual Conference. Many colleagues have told me they think the 2005 conference was the most informative they have ever attended.

Speaking of colleagues, I'd like to close by welcoming Mark Cohen to the EAPA Communications Advisory Subcommittee. Mark is the founder and president of BEC Consulting, which he formed in 2002. Prior to that, he served as a partner at Harris, Rothenberg International for 17 years. I am pleased to have Mark on the subcommittee and look forward to working with him. ■

## EAPA Communications Advisory Subcommittee

**Maria Hartley**, Chair • Columbia, S.C.  
(803) 376-2668  
mariapage@mchsi.com

**Mark Attridge** • Minneapolis, Minn.  
(763) 797-2719  
mark@attridgestudios.com

**Nancy R. Board** • Seattle, Wash.  
(206) 615-2512  
nboard@psc.gov

**Tamara Cagney** • Livermore, Calif.  
(925) 294-2200  
tcagney@sandia.gov

**Joan Clark** • Myrtle Beach, S.C.  
(843) 449-8318  
copingeap@sc.rr.com

**Mark Cohen** • Rockville Center, N.Y.  
(516) 536-1570  
mcohenintlcons@aol.com

**Eduardo Lambardi** • Buenos Aires, Argentina  
5411-4706-0390  
elambardi@eaplatina.com

**John Maynard** • EAPA Headquarters  
(703) 387-1000  
ceo@eapassn.org

**Bruce Prevatt** • Tallahassee, Fla.  
(904) 644-2288  
bprevatt@admin.fsu.edu