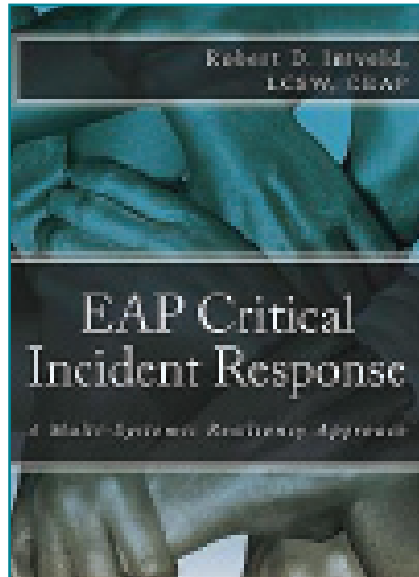


New Title Fills CIR Void



Employee assistance programs have been providing critical incident assistance to work organizations for many years, but an EAP-based critical incident response (CIR) model specifically designed for the workplace has been slow in evolving. There are relatively few publications on CIR

services from an EAP perspective, according to Gary DeFraia, Ph.D. *EAP Critical Incident Response: A Multi-Systemic Resiliency Approach* (CreateSpace Independent Publishing), by **Robert Intveld**, LCSW, CEAP, addresses this gap in EAP literature. “Robert Intveld’s new book on critical incident response is a wonderful resource for EA practitioners as it addresses not only the response with respect to the employees, but the end-to-end aspect of the EAP service to include organizational, HR, manager and employee assistance,” said Maria Lund, president/COO with First Sun EAP.

Initial chapters focus on the emerging multi-systemic resiliency approach. Chapters 5-6 explain the core clinical competences of the response to stress and bereavement.

Chapter 7 progresses with an in-depth look at the concept of resiliency. Chapter 8 examines the goals of crisis intervention, while

chapter 9 takes a look at how EAPs fits into the picture.

The majority of the remaining chapters focus on interventions – such as: preparing to go on-site; pre-incident training; management consultation; corporate briefings; one-on-ones; and others. In summary, *EAP Critical Incident Response* enables readers to (among other areas):

- Learn how the EAP field is changing to a resiliency-based model; and
- Discover the new expectations for EAP response.

While primarily recommended for EAP-based CIR practitioners, this book will also be a useful resource for EAP executives, program and account managers, critical incident call centers and EAP CIR network management.

For more information, visit www.eapcir.com, www.eap-rda.com, or contact Gary at gdefraia@hvc.rr.com. ■

Resources

☞ *12 Things Truly Confident People Do Differently* – Confidence takes many forms, from the arrogance of Floyd Mayweather to the quiet self-assurance of Jane Goodall. But true confidence, as opposed to the false confidence people project to mask their insecurities, has a look all its own. To learn more, check out: www.forbes.com/sites/travisbradberry/2015/04/01/12-things-truly-confident-people-do-differently/ ■

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Send your announcements, press releases and news tips to *Employee Assistance Report*, (715) 445-4386 or email mike.jacquart@impacttrainingcenter.net.

EMPLOYEE ASSISTANCE REPORT

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The Leading Trends in EAP – Part I

By Todd Donalson

Chestnut Global Partners (CGP) surveyed industry experts and analyzed recently published research to understand how a number of emerging trends are impacting workplace well-being, behavioral health, and employee assistance services. We highlighted six key trends, and provided key takeaways and practical tips designed to help organizational leaders capitalize on these trends. We will examine three of them in this article, with the remainder to be presented in the conclusion of this article.

Trend #1: EAP Utilization

For the second consecutive year, CGP’s EAP utilization in North America increased at a rate of 7%. By comparison, most EAP

industry averages and benchmarks show an average annual range between 3.5%-4.5%. The governmental and non-profit sectors were the highest users of services, with the governmental sector in particular experiencing a 40% increase in demand compared to 2013.

Reasons for the rising utilization rate were varied but included financial hardships that reportedly made employees hesitant to access alternative fee-based community mental health resources. The top three reasons for accessing services were similar to 2013 and related to stress, marital/relationship, and depression respectively.

One emerging trend we observed was the increased severity or level of stress that users reported when accessing services.

While this conclusion is based on anecdotal evidence including phone conversations and “pulse” survey data from high-volume providers, it suggests that EAP services played an increasingly important role in addressing serious employee mental health concerns.

All told, *rising EAP utilization rates combined with*

increased severity of presenting concerns suggests that EAP services play an increasingly important role in addressing serious mental health concerns.

Trend #2: Fatigue Management: The New Health & Safety Frontier?

Time magazine reported on the importance of sleep to one’s overall health in an April 2014 article

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titled, "It's time to pay attention to sleep, the new health frontier." Shortly thereafter, Yahoo! CEO Marissa Meyer missed an important meeting with advertisers, explaining that she "overslept." For several weeks, this became a reliable punch line, but as time wore on, what was initially an unflattering portrait of an over-extended CEO spoke to something broader: how lack of sleep — both quality and quantity — is affecting all levels of today's workforce.

While the importance of a good night's sleep on one's ability to

"Make fatigue and sleep a topic for discussion at your next risk management meeting. Evaluate whether factors influencing fatigue ... may have contributed to recordable incidents and near misses."

function day-to-day has been known for years, recent research is now shedding light on the link between inadequate sleep and an increased risk for diabetes, obesity, heart disease, and depression. As a result, organizational safety and wellness programs may be well served to offer services that target the underlying causes of fatigue, which range from undiagnosed medical conditions to unhealthy behavioral and lifestyle habits.

For organizations, untreated sleep disorders come with a heavy price tag. In a study of sleep apnea, which

represents just a portion of those with various sleep disorders, undiagnosed patients used \$200,000 more in health care costs over a two-year period and utilized 23–50% more medical resources.

From a safety standpoint, those with moderate to severe sleep apnea are twice as likely to have a traffic accident. *Some studies have even reported that an individual who is awake for longer than 17 hours is impaired at a similar level as an individual with a blood alcohol content of 0.05.*

Most organizations do not adequately screen for untreated medical problems causing fatigue such as sleep apnea, insomnia, or depression. Therefore, the following are best practice recommendations:

- Provide educational opportunities to increase employee awareness of sleep health and the medical, mental, and behavior causes of fatigue.
- Screen for common sleep disorders in employee health risk assessments.
- Speak to the provider(s) of your pre-employment physical examination to determine if the current examination screens for sleep disorders. The Berlin Questionnaire is one example of a well-validated assessment tool that could be utilized by providers.
- At your next health fair, provide information on sleep health. If you invite a vendor such as a sleep clinic, make sure they provide information on how to develop healthy sleep habits — not just on the warning signs of sleep disorders that warrant expensive (and sometimes unnecessary) sleep studies.
- Identify resources that can help employees develop a plan to improve sleep. Resources

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might include health coaching, employee assistance counselors, or a local sleep clinic.

- Make fatigue and sleep a topic for discussion at your next risk management meeting. Evaluate whether factors influencing fatigue (e.g., certain days, times of day, or hours awake) may have contributed to recordable incidents and near misses.

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Many Firms Fail at Employee Recognition

Three in 10 workers think their employer fails to adequately appreciate staff, according to a new OfficeTeam survey.

"Acknowledging staff just once or twice a year for their hard work isn't enough — regularly saying 'thank you' or offering small tokens of appreciation can speak volumes," said Robert Hosking, executive director of OfficeTeam. "Giving kudos for a job well done seems obvious, but when managers are time-strapped, this can be one of the first things that slips."

Hosking added, "Companies that excel at recognition combine formal programs with everyday gestures of gratitude."

OfficeTeam offers five tips for managers when recognizing staff:

1. **Say thanks.** Regularly acknowledge employees' great work verbally. Point out how their efforts will help the company or assist clients and customers.
2. **Put it in writing.** Prepare a handwritten thank-you note or copy senior executives on an email

about a worker's accomplishment.

3. **Publicize achievements.** Feature standout employees in the company newsletter or recognize them at a staff meeting.

4. **Support continuing education.** Provide tuition assistance for courses that will help workers in their jobs and subsidize the cost of exams required to attain professional certifications.

5. **Give a little.** Offer gift cards, movie passes or sporting event tickets to employees who go above and beyond on a project. ■

In the News

Partnership Addresses Employees' Financial Stress

Calling it the solution to a problem that costs businesses and their employees billions of dollars a year, EAP Consultants, LLC, Marietta, GA, has become the first employee assistance program (EAP) provider in the United States to ally with Dave Ramsey and Ramsey Solutions to offer SmartDollar™, a step-by-step financial-wellness program for handling money. The program will be available to the employees of EAP Consultants' corporate and governmental agency customers.

"Concerns about money are frequently the reason employees contact their EAP for assistance, even if they're not always the stated reason," said Rick Taweel, President and CEO, EAP Consultants, LLC.

"Financial problems often underlie the real problem that creates or exacerbates personal stress, contributing to marital discord, divorce or even domestic violence, as well as the emotional well-being of our children.

"Some 70% of Americans live paycheck-to-paycheck and 64% don't have \$1,000 available to cover an emergency," Taweel added. "We really like Dave Ramsey's proactive program that helps people examine their lifestyles and take step-by-step actions to create lasting and satisfying change."

Ramsey developed SmartDollar to teach employees and 401(k) participants sound financial principles, like saving, spending wisely, and eliminating debt, so they can avoid financial difficulties and become retirement ready.

SmartDollar is an online program that can be accessed at the office or at home with a spouse. Participants track their progress as they move through the short video lessons and tools. Videos last 10 to 20 minutes, and each module includes questions and action items, such as creating and tracking a budget. Participants have access to all portions of SmartDollar on their mobile devices.

For more information, check out: <http://www.myprgenie.com/view-publication/eap-consultants-llc-teams-with-dave-ramsey-smartdollar-to-mitigate-employee-financial-stress>. ■

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From 'War Zone' to 'Home Front'

In 2014, the Red Sox Foundation and Massachusetts General Hospital Home Base Program and the Veterans Administration's National Center for PTSD collaborated to create their third online lecture series on treating veterans called, "From the War Zone to the Home Front."

This series is now available online. Moreover, CME/CE/CEU credits are available for physicians, nurses, social workers,

psychologists, and licensed mental health counselors.

The program includes nine hour-long lectures, three of which are clinical case presentations. Each lecture includes a nationally recognized expert addressing a topic relevant to caring for veterans and their families of the Iraq and Afghanistan wars. Topics include:

- Mental health mobile apps and other online tools;

- Health of student veterans;
- Co-occurring traumatic brain injury (TBI) or substance abuse;
- Complementary and alternative treatments for PTSD;
- Female veterans; and
- Family care.

Each lecture can be viewed independently. For more information, visit: http://www.ptsd.va.gov/professional/continuing_ed/warzone_homefront_2014.asp ■

Quick Ideas

Get Out of that Summertime Rut

By Nancy O'Reilly

How we work and how we play are deeply connected. When we approach life with enthusiasm and intensity — whether we're driving a collaborative project or learning how to paddle a kayak — we learn, gain new skills, and expand our sphere of influence. And when we see that taking risks pays off, we're willing to take more of them. If you're stuck in a summertime rut, the following are a few ideas for getting out of it.



❖ **Don't waste the weekend.** How many times have you realized that it's Sunday evening and you haven't accomplished *any* of the things you meant to over the weekend? Set a goal to do something different every weekend, whether it's visiting a state park, learning a new sport, throwing a neighborhood block party, or even just cooking a new type of cuisine for dinner.

❖ **Get out of your vacation rut.** Is your family going to a certain beach this summer because, well, that's what you always do? Even if your family thoroughly enjoys a familiar destination, consider making plans to visit someplace new this summer. For example, instead of just experiencing the usual sand and surf, you might rent a mountain cabin or plan a road trip through several national parks.

❖ **Find creative day-trips.** Imagine a 100-mile radius around your home. Chances are, there are

more fun places and events in that radius than you can cram into one summer: hiking trails, historic sites, lakes, new restaurants, museums, festivals, and more. Whether your family is taking an out-of-town vacation or not, plan to visit some of them. (What better way to make the most of your weekends?)

❖ **Learn a new skill.** One of the great things about summer is that the pace of daily life *does* tend to slow down somewhat. Take advantage of longer days and more relaxed schedules by taking the time to learn something new. Sign up for a yoga class, join a club, or go kayaking. Remember, the idea is to challenge yourself, and that won't happen if you're not stretching beyond the boundaries of what feels comfortable." ■

Nancy O'Reilly is a co-author of "Leading Women: 20 Influential Women Share Their Secrets to Leadership, Business, and Life" (Adams Media, 2015, www.drncancyoreilly.com).

Leading Trends...cont'd from Page 2

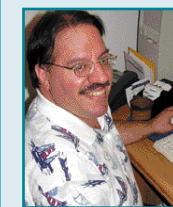
Trend #3: Evaluating the Value of "Free" vs. Fee-based EAPs

In recent years, health insurance companies, disability carriers, group retirement plans, and payroll management organizations have increasingly bundled EAP services into their core offering. The EAP of course is not really "free" given that purchasers ultimately pay for the EAP premiums as part of the insurance plan fee, though many find it convenient to contract with one provider for several products.

However, in order to evaluate the true value of the "free EAP," purchasers need to make sure that the organizational goals for offering an EAP are in line with the service being purchased. Most "free EAPs" typically differ from fee-based programs in the following manner:

- They do not typically include program promotion or assistance with health promotion.
- They offer limited, if any reports on employee utilization, making it difficult for the organization to determine employee needs.
- Management consultation or formal job performance-based referrals are not available.
- Critical incident services are unavailable or offered only as a "buy up."
- Face-to-face counseling may be offered but is rarely provided.
- Follow-up with cases is infrequent, making it difficult to determine if employees improved or received additional help beyond the EAP.

For most organizations, the cost of an EAP represents **less than 1%** of total benefits. Despite this, employers still want perceived value for the money



Editor's Notebook

I've had the good fortune of knowing Dave Sharar and an increasing number

of his associates with Chestnut Global Partners (CGP) for some years. Among other initiatives, this worldwide behavioral health organization has been on the cutting edge in developing the *Workplace Outcome Suite* (WOS), a scientifically validated tool used to measure EAP outcomes. A growing number of EAPs are now using the WOS. (See the August 2011 issue of *EAR*.)

Thus, when I received CGP's detailed report about emerging EAP trends, I knew it was something I had to consider for publication in *EAR*. In their report, CGP surveyed industry experts and analyzed research to understand how a number of emerging trends are impacting workplace

well-being, behavioral health, and employee assistance services. In today's rapidly changing society, it is not easy to stay on top of trends, but I believe CGP has done a good job of doing just that.

Most important are the "take-aways" presented in bulleted points at the end of each section (e.g. trend). It is the intent of *EAR* and CGP that this article serves as, "a useful tool in the ongoing challenge of managing organizational performance and employee engagement."

Watch for more trends next month. In the meantime, I hope your summer is off to a great start.

Mike Jacquart

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they spend on the program. According to Burke and Sharar (2009), purchasing decisions among small and mid-sized employers are mostly about cost.

While human resources managers may report satisfaction with fee-based EAP services, the level of satisfaction is not necessarily sufficient enough to prevent them from moving to a cheaper or free program, particularly when the existing program has a track record of low utilization, poor management support, or limited visibility.

In other words, if the organizational goal for offering an EAP is primarily about regulatory compliance or cutting costs, the perceived value of a "Free EAP" may be high enough to satisfy

your organization's needs. If, however, the goal of providing an EAP program is more about risk management or health prevention, fee-based EAPs may provide greater perceived value.

Regardless of which model of EAP services a client chooses to purchase, it is important that you ask some important questions that will help you identify the key measures that will define your EAP's quality, and move past the "smoke and mirrors" contained in many proposals. The following are best practice recommendations:

- Identify the primary goal that the organization wishes

continued on Page 5

Industries Most Prone to Substance Abuse

Drug abuse, especially alcohol abuse, costs the U.S. economy billions of dollars in lost productivity each year. Government data released recently explains exactly which industries' employees drink the most, which do the most drugs, and where employees are most likely not just to use drugs, but abuse them. Here's how the numbers shake out:

Percent of employees who drink heavily:

- Mining – 18%
- Construction – 17%
- Hotel and restaurant – 12%

Least:

- Government; education; health care

Mining is tough and dangerous work, so it may not be surprising that miners are the hardest drinkers in the federal survey. Eighteen percent of miners are "heavy drinkers," defined here as "drinking five or more drinks on the same occasion (i.e., at the same time or within a couple of hours of each other) on 5 or more days in the past 30 days." They're followed by construction workers at 17%, and hotel and restaurant workers at 12%.

You might take some comfort knowing that your kids' school teachers are among the least likely to be heavy drinkers or drug users: only 5% of educators drink heavily, and a similar proportion report regular drug use. And in what will certainly come as a shock to any-

one who's observed Congress in recent years, public administrators – e.g. government employees – are the group *least* likely to use illicit drugs.

Percent of employees who use illicit drugs:

- Hotel and restaurant – 19%
- Arts and entertainment – 14%
- Managers – 12%

Least:

- Education; government

Much of this variation isn't necessarily a direct function of the nature of the work in these industries, but rather of the types of people who work in them. For instance, we know that men drink and do drugs more heavily than women, and that young people are more into drugs and alcohol than older ones. So if an industry is dominated by young or male

workers, it stands to reason that you'll see higher rates of drinking and drug use in that industry.

However, the researchers found no difference in the distribution of drug use across the industries even when controlling for age and gender. Whether young or old, male or female, restaurant and hotel workers are the heaviest drug users in the nation. ■

Source: *The Washington Post*.



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Workplace Suicide is Troubling Trend

Nearly 80% of employers offer programs to promote the physical well-being of their employees. They may want to expand wellness programs to address depression and other mental health issues, based on a disturbing trend documented by the *American Journal of Preventive Medicine*.

The study found that slightly more than 1,700 employees committed suicide in the workplace between 2003 and 2010, for an overall rate of 1.5 per one million workers. Suicides declined between 2003 and 2007 but then spiked during the remaining years of the study. Non-workplace suicides totaled 270,500 during this period, for a rate of 144 per one million people.

Among the significant findings about workplace suicides:

- Rates were higher for men (2.7 per one million).
- Workers aged 65 to 74 (2.4

- per one million) were more likely to end their lives.
- The profession with the highest suicide rate is protective services such as police and firefighters, followed by farming, fishing and forestry.

The human toll is devastating, but there also is a high economic cost. A 2010 analysis estimated the price of depression at \$210.5 billion, with 45% to 47% attributable to direct costs; 5% to suicide-related costs; and 48% to 50% to workplace costs.

"The line between work and home more and more is nonexistent," agrees Clare Miller, director of the Partnership for Workplace Mental Health. "More of us work at home part time or bring work home to do in the evenings, so there is no line of demarcation."

In other words, home is no longer a safe haven from work-related

stress, and personal issues also enter the workplace. "Employees may be dealing with other things in their lives, such as divorce or separation; financial hardship; or the death of a family member," states Bert Alicea, licensed psychologist and vice president of EAP and Work/Life Services for Health Advocate Inc.

The increase coincides with the recent recession, and workplace bullying also can play a role.

"We did a study not long ago that found that asking people to do more with less can increase stress," Miller says. "We also have found more incidences of bullying, which can be an outgrowth of poor organizational practices."

Education is essential, fortunately the EAP is in a perfect position to help. For more information, visit: <http://www.rightdirectionforme.com/>. ■

Additional source: *Employee Benefits Network* (www.benefitspro.com).

Leading Trends...cont'd from Page 3

- to achieve by offering an EAP. Is the purpose to address a risk management concern, to comply with regulatory or union requirements, or as an employee recruitment tool?
- The EAP vendor should offer data on the average utilization rate, including the average number of counseling sessions provided per 1,000 employees.
- Determine whether the EAP vendor uses a scientifically validated instrument to mea-

- sure the outcomes of intervention, and if so, is the sample size large enough to apply the results to a broad population.*
- The EAP vendor should provide the average number of supervisor consultations delivered per year.

* A scientifically validated tool to measure outcomes, the Workplace Outcome Suite (WOS), developed by CGP and Dr. Dave Sharar, was presented

in the August 2011 issue of *EAR*. A follow-up article is planned for later this year. ■

NEXT MONTH: The impacts of technology, European EAPs and the Affordable Care Act.

Todd Donalson is the Director of Training & Consultation with Chestnut Global Partners (<http://chestnutglobalpartners.org>).

The complete version of this report is available at: http://chestnutglobalpartners.org/Portals/cgp/Publications/TrendsReport2015_2015-03-10.pdf.