Does Your EAP Collect the Outcome Data It Needs to Thrive?

A Discussion Forum Facilitated by the EAPA Research Subcommittee

Panel Presenters

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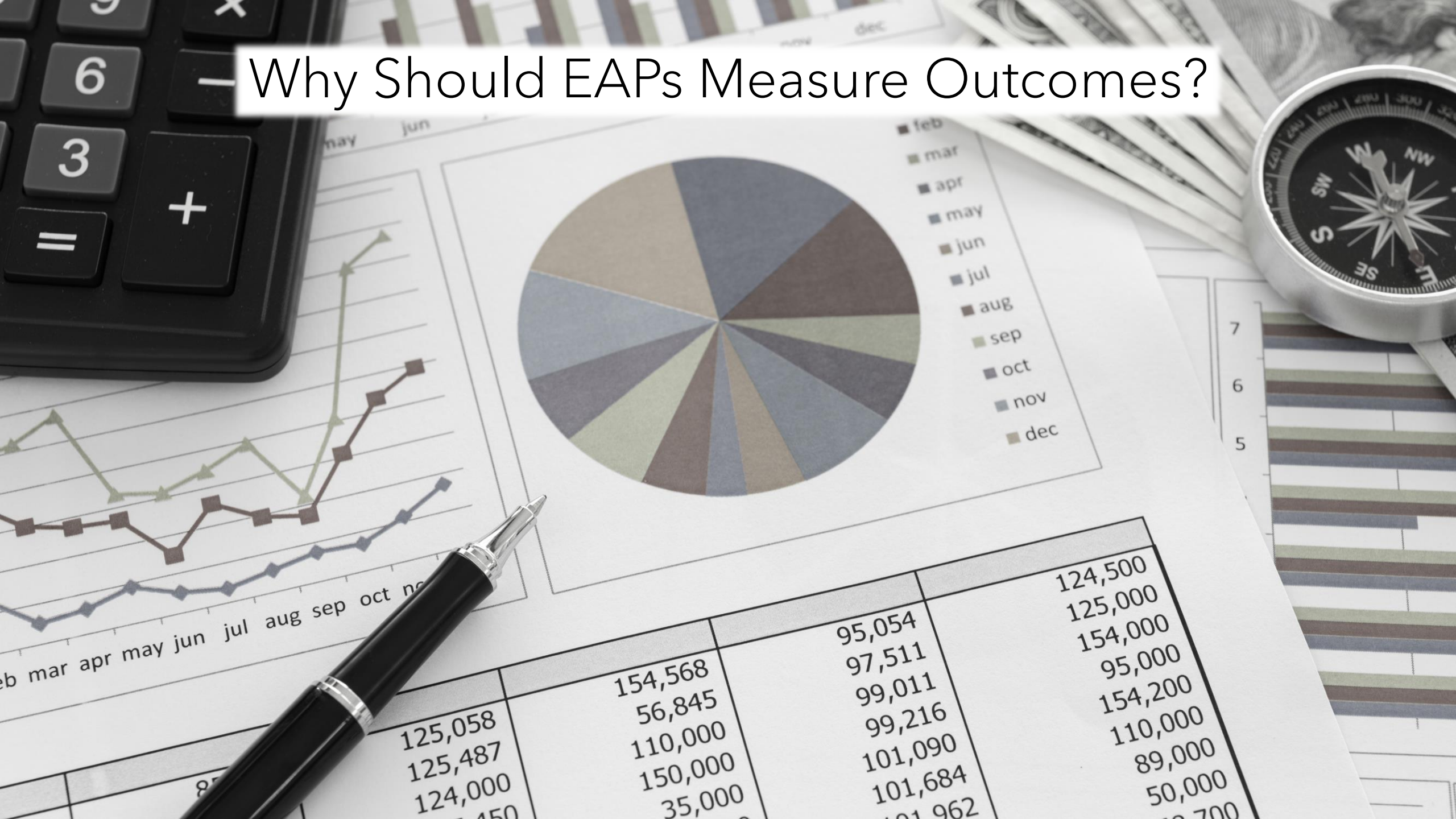
Objectives for our Discussion Forum Today

- Discuss basic concepts of EAP measurement and outcomes.
- Explore various strategies, approaches, and tools to assist EAPs in their effort to collect relevant evidence-based data.
- Identify challenging barriers and innovative opportunities for EAPs to demonstrate the value of their services, as well as business-minded metrics, such as ROI.
- Discuss considerations for how you can engage in EA-related research.

"Data is like garbage. You'd better know what you are going to do with it before you collect it."

Mark Twain

Why Should EAPs Measure Outcomes?



Questions Organizational Leaders are Asking About EAPs

What are other organizations doing now to support workplace mental health and wellbeing?

What are the recommended best practices for how organizations can effectively support workplace mental health and wellbeing?

What does the research say about mental health issues that can be used to justify our investments and our budget?

How can we compare our organization's EAP services, utilization levels, and outcomes to what other similar organizations are getting from their EAPs?

How can emerging technology be integrated into our larger strategy for supporting workplace mental health and wellbeing?

What is the business value (ROI) from what our organization is spending on workplace mental health and wellbeing services?

Historical Challenges of Measuring EAP Outcomes

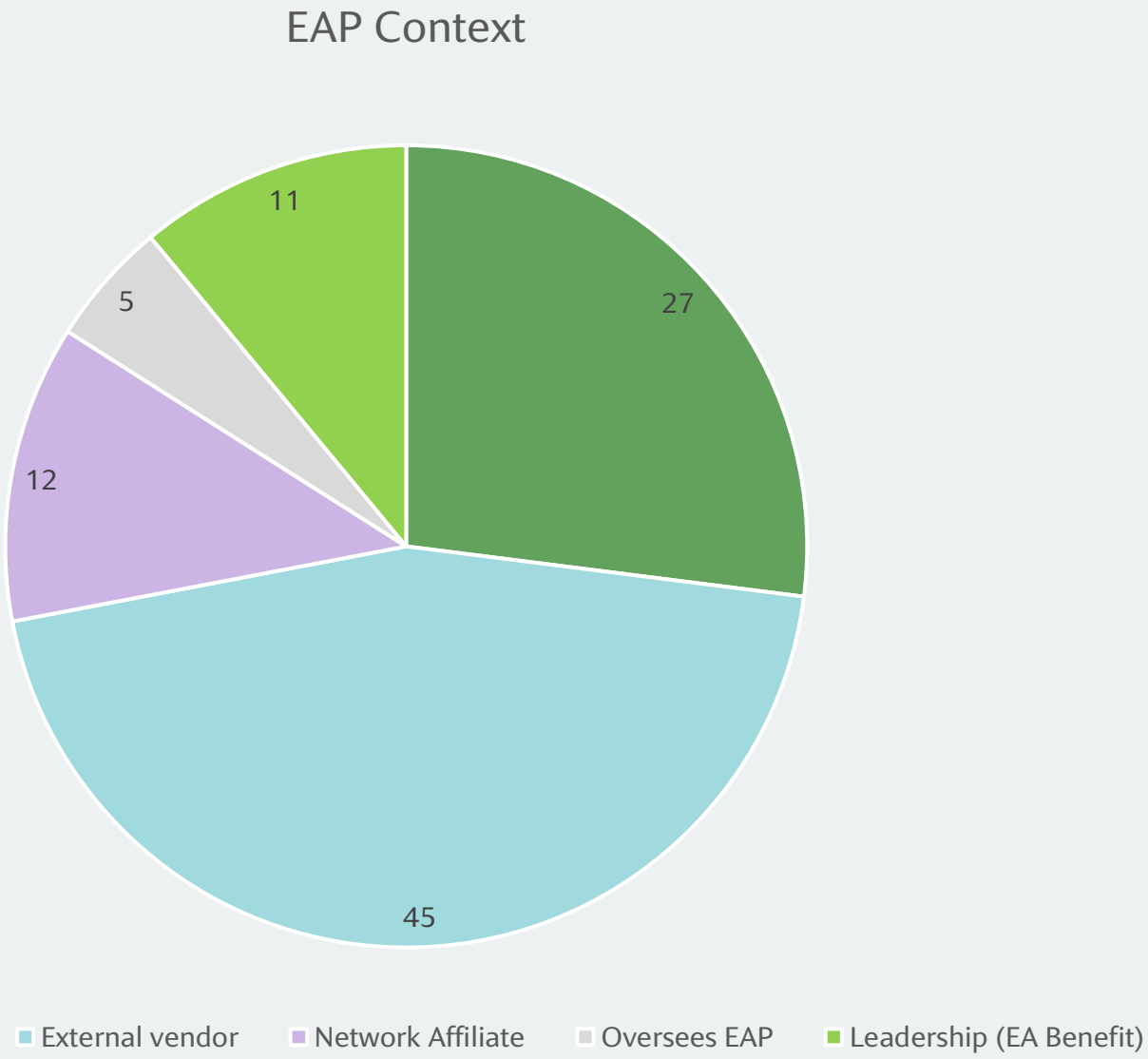
- Lack of investment by larger external for-profit EAPs/MBHOs
- Lack of resources by smaller EAPs/MBHOs
- Research design limitations (e.g., absence of control groups)
- Published literature is lacking sound statistical data and methodologies (e.g., validity and reliability)
- Limited support from governmental or university investments
  - Two major studies conducted by US DHHS (1985 – 1988) and FOH Outcome Study (2004)
- Lack of interest in research-based metrics by human service professionals

Common Barriers to Collecting, Analyzing, and Interpreting Outcome Data

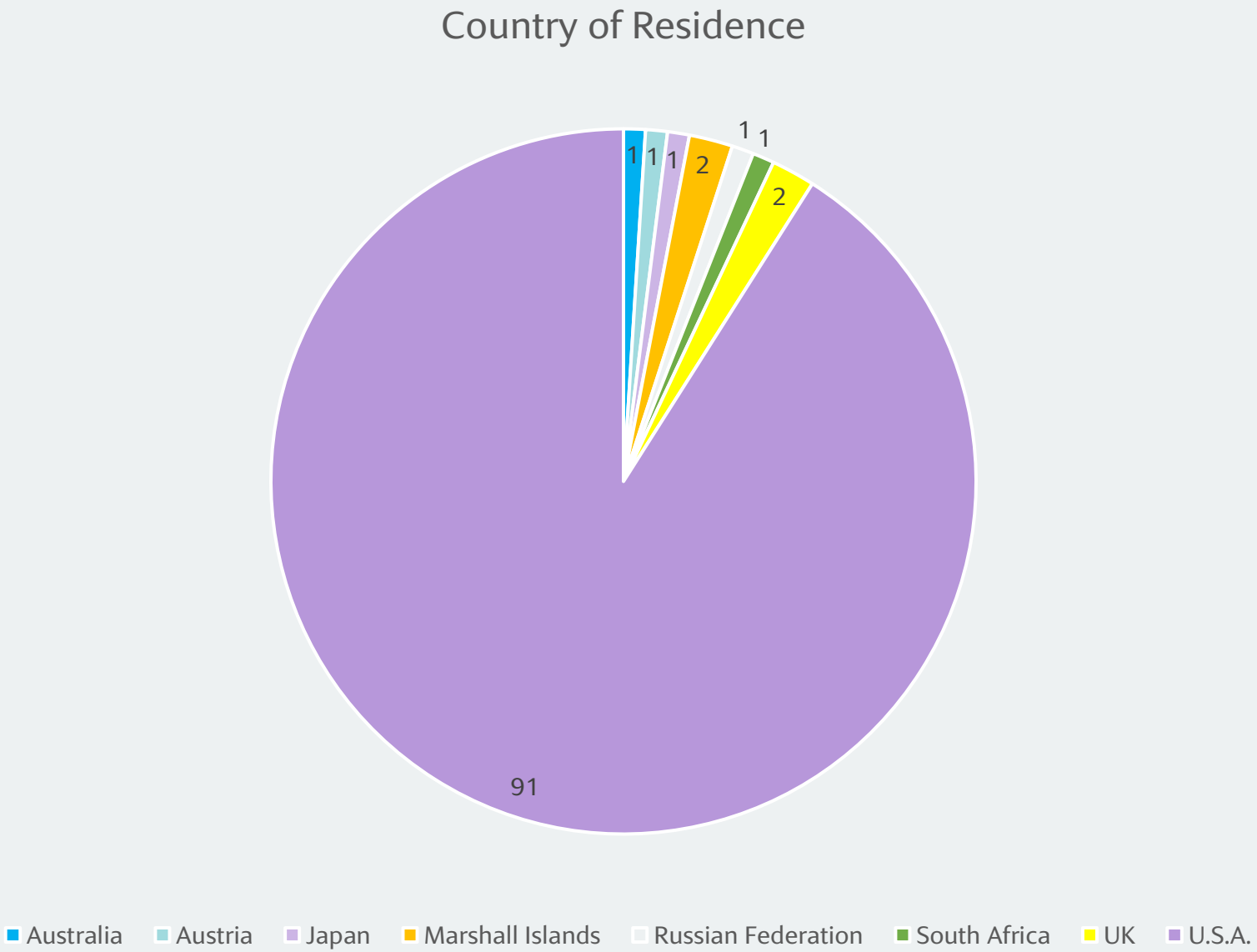
- Lack of efficient technical methods to track data (e.g., a reliable and proficient software program)
- Lack of available time among EA staff / providers to administer and collect data
- Protection of client confidentiality
- Organizational policies / bureaucracy that inhibit data collection
- Lack of professional competency / training in data collection, tracking, and statistical analysis

EAPA Research Subcommittee Membership Survey on Outcome Measures

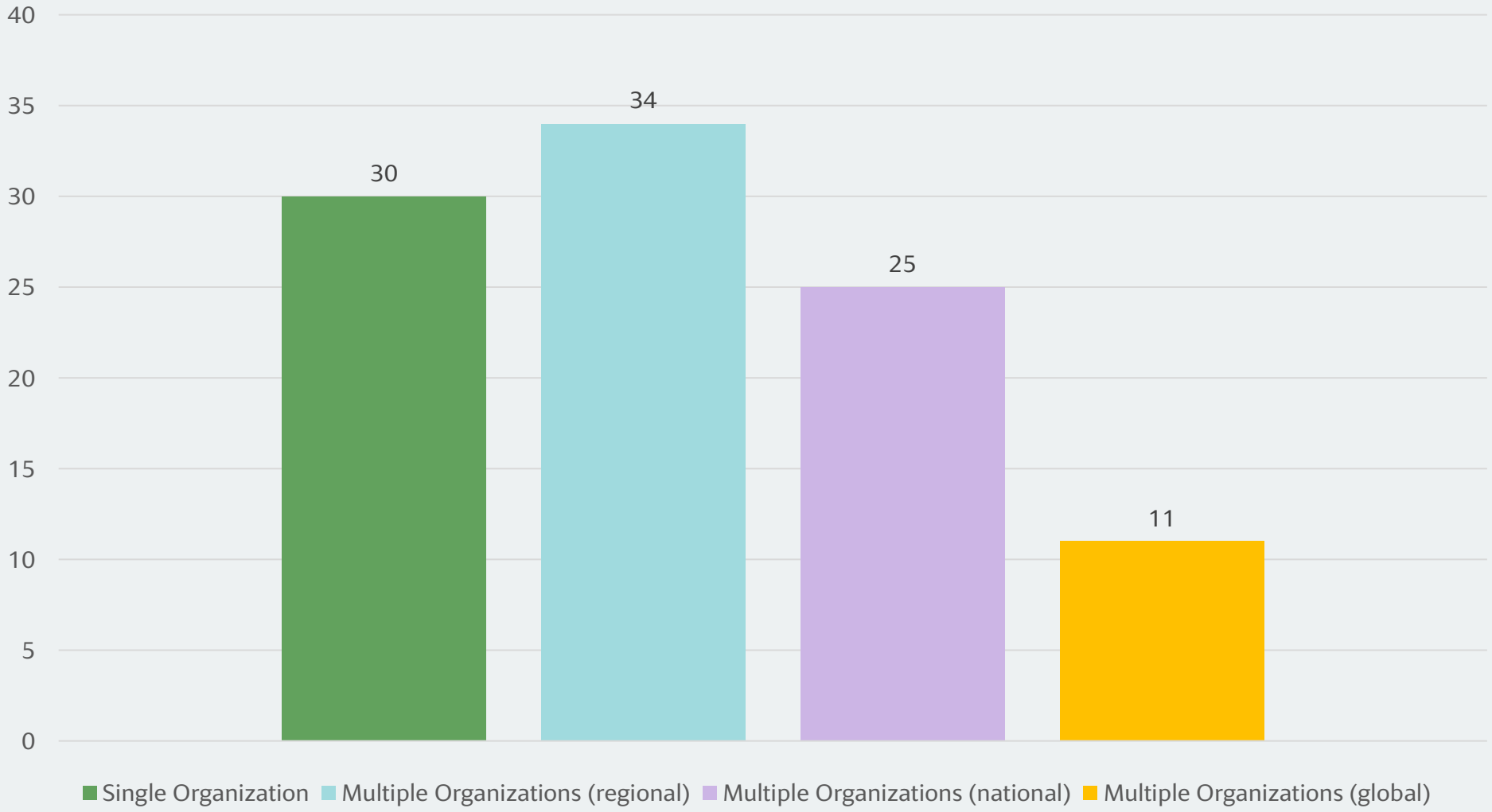
Please choose one of the following that best characterizes your EAP work context:



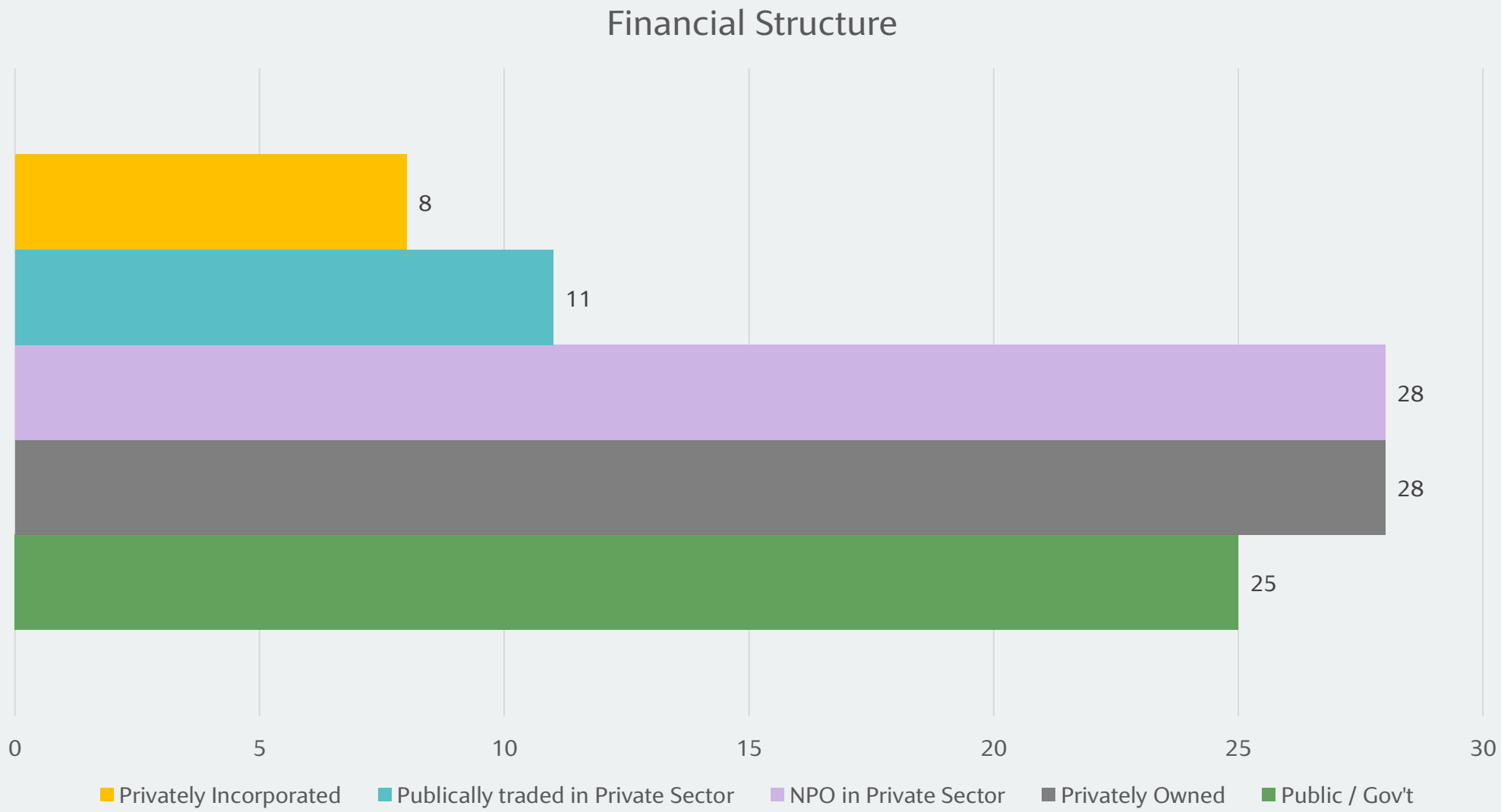
Please indicate your country of residence:



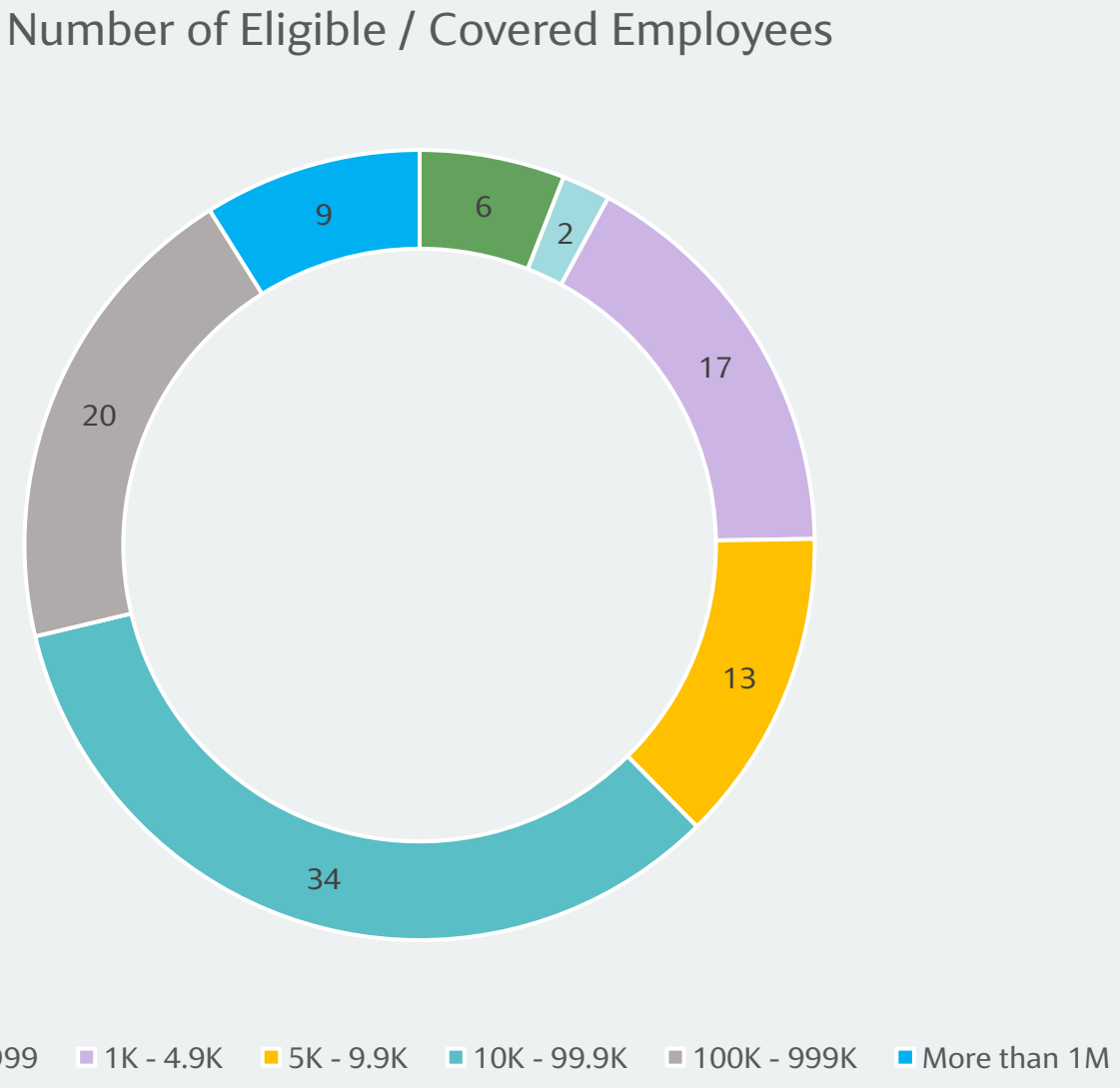
How would you best define the size and extent of the client base that your EAP serves?



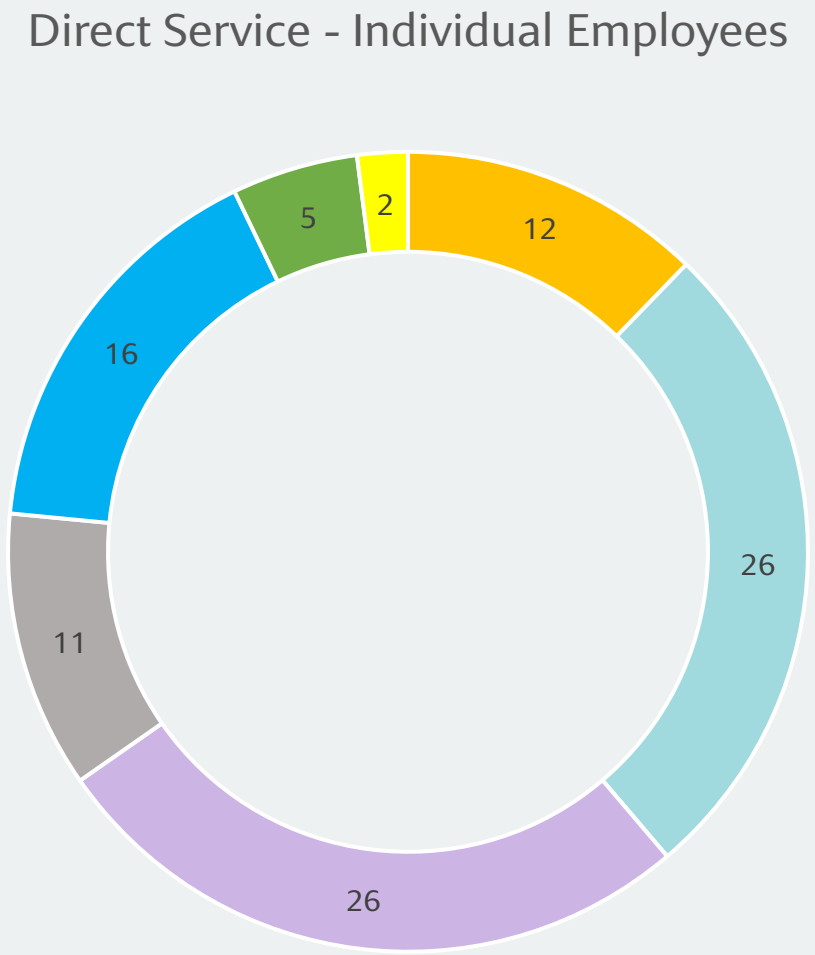
Which of the following best defines the financial structure of your EAP?



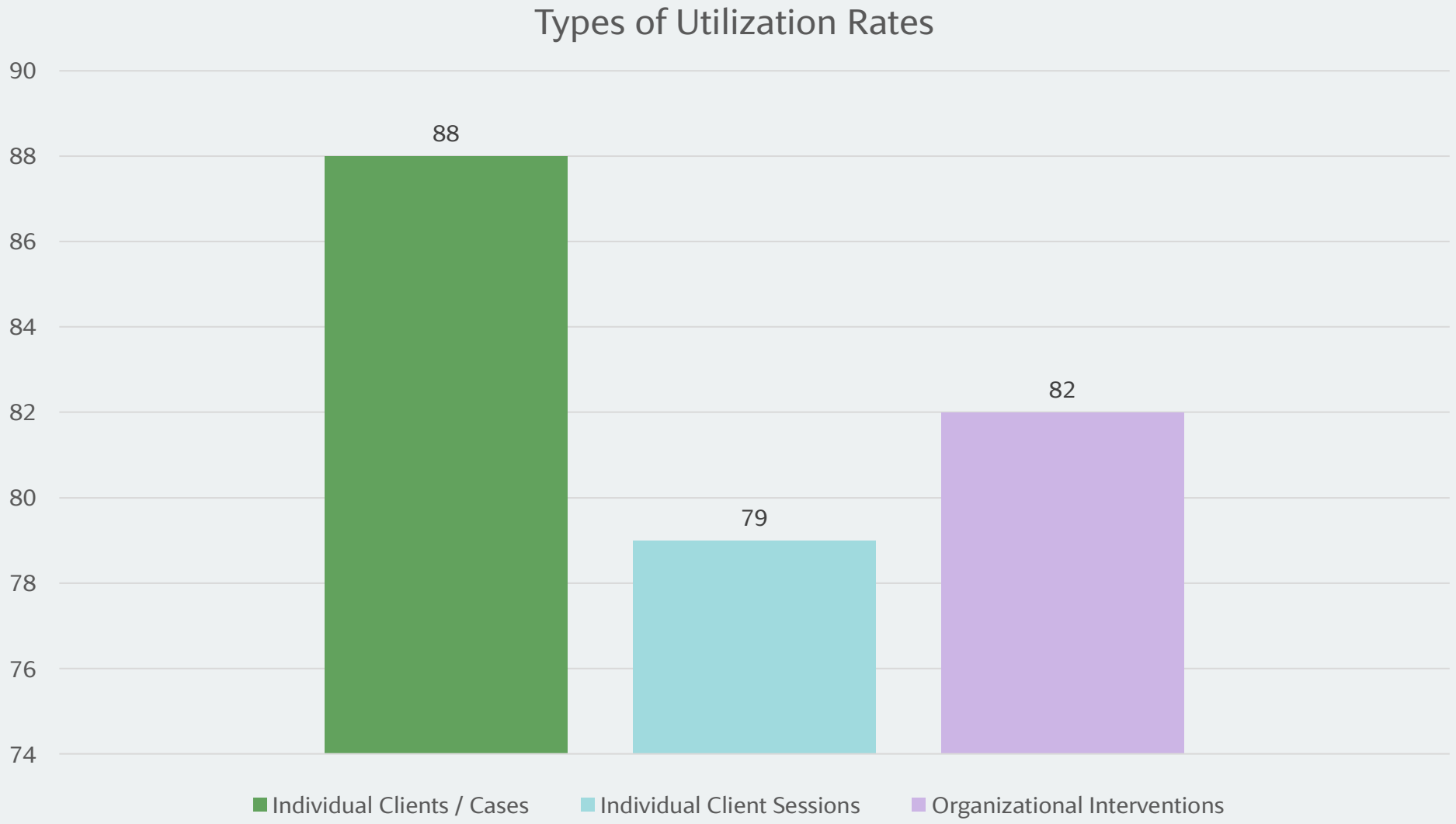
Estimate of the Total Number of *Eligible* Individual Employees who are *Covered* by your EAP:



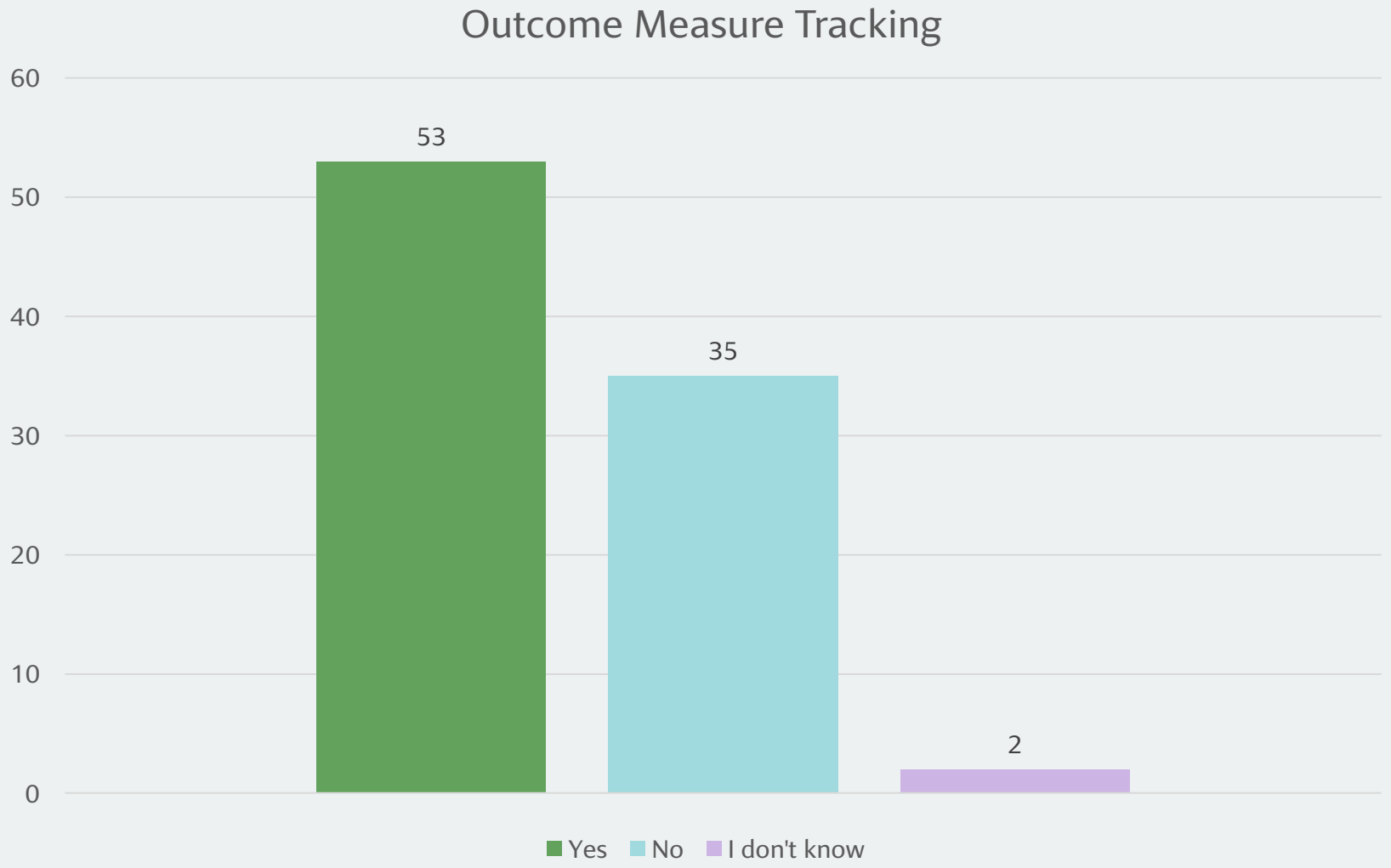
Estimate of the Total Number of Individual Employees who received *direct service* during the previous fiscal year (July 1, 2022 – June 30, 2023):



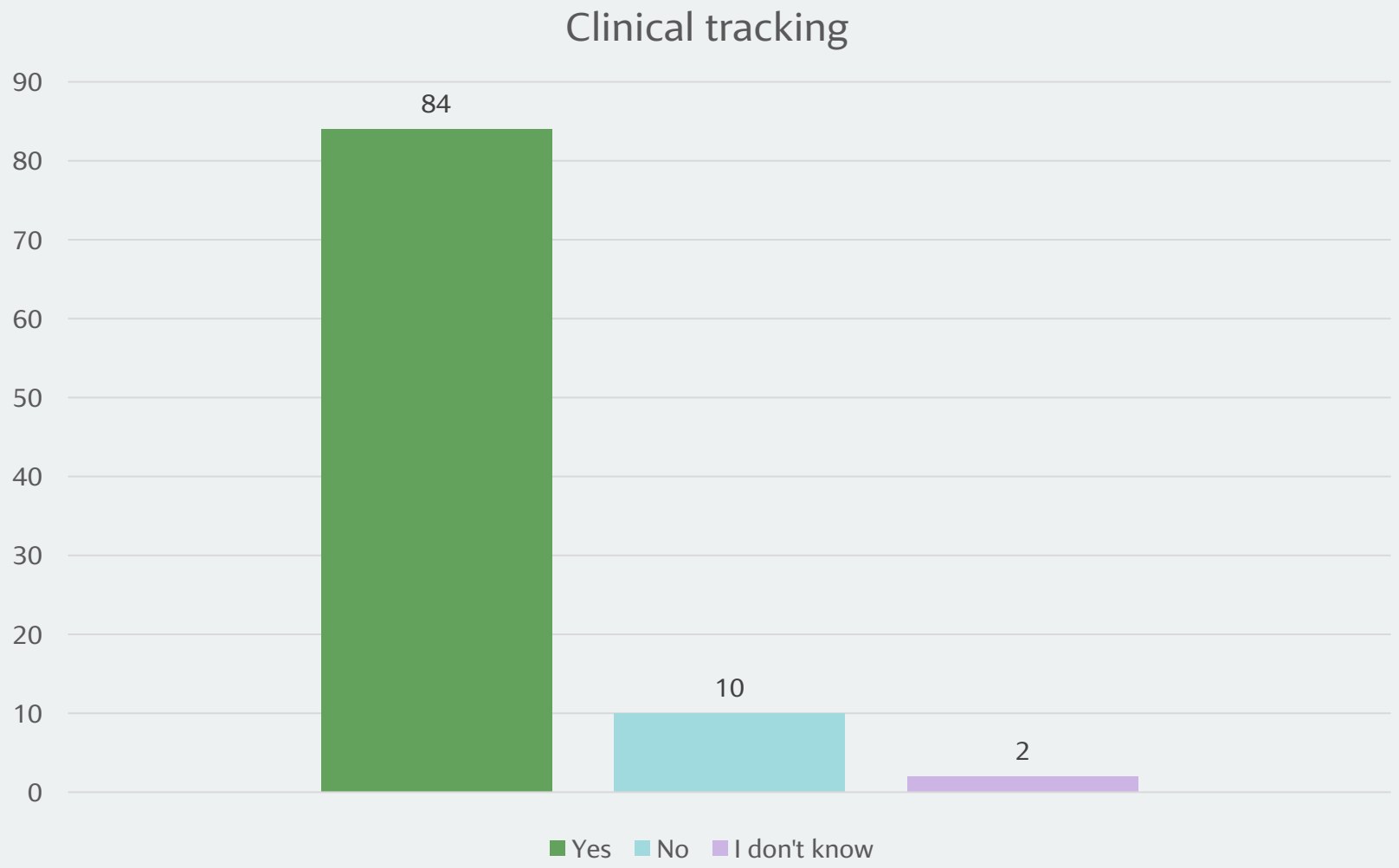
Type of Utilization Rates Tracked by Your EAP:



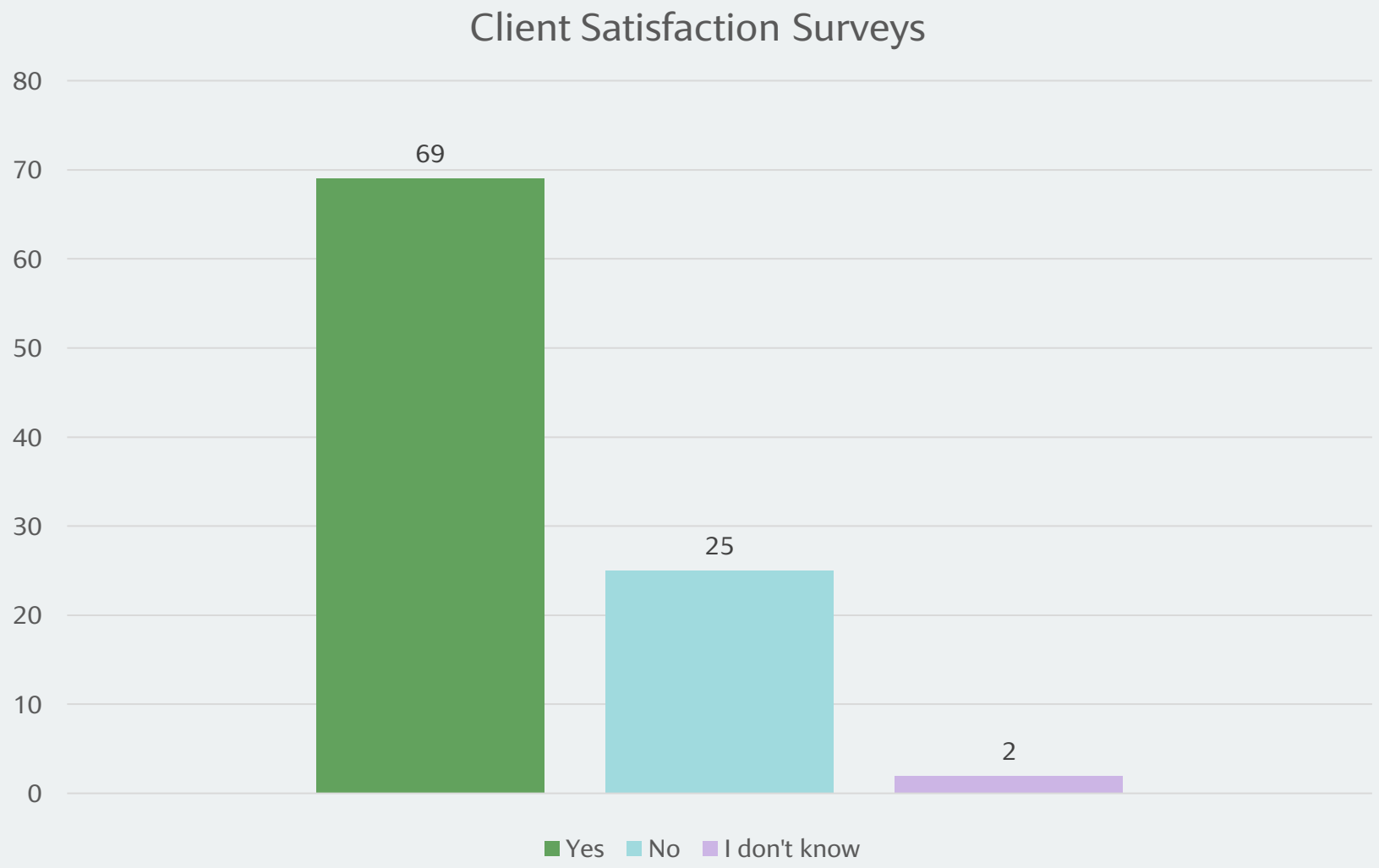
Does your EAP track Outcome Measures beyond Utilization Rates?



Does your EAP track the type of Presenting Issue of Concern?

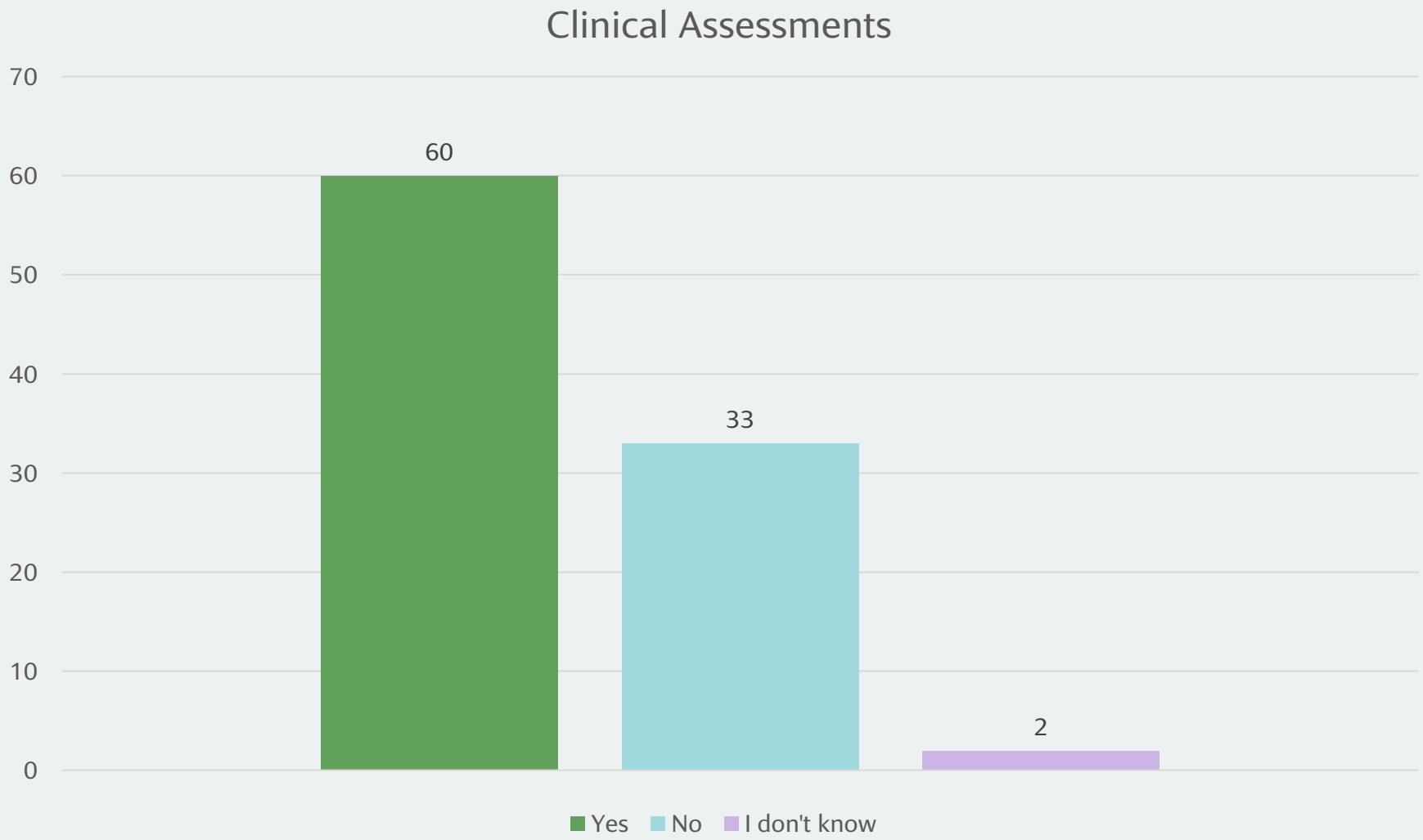


Does your EAP administer Client Satisfaction Surveys?



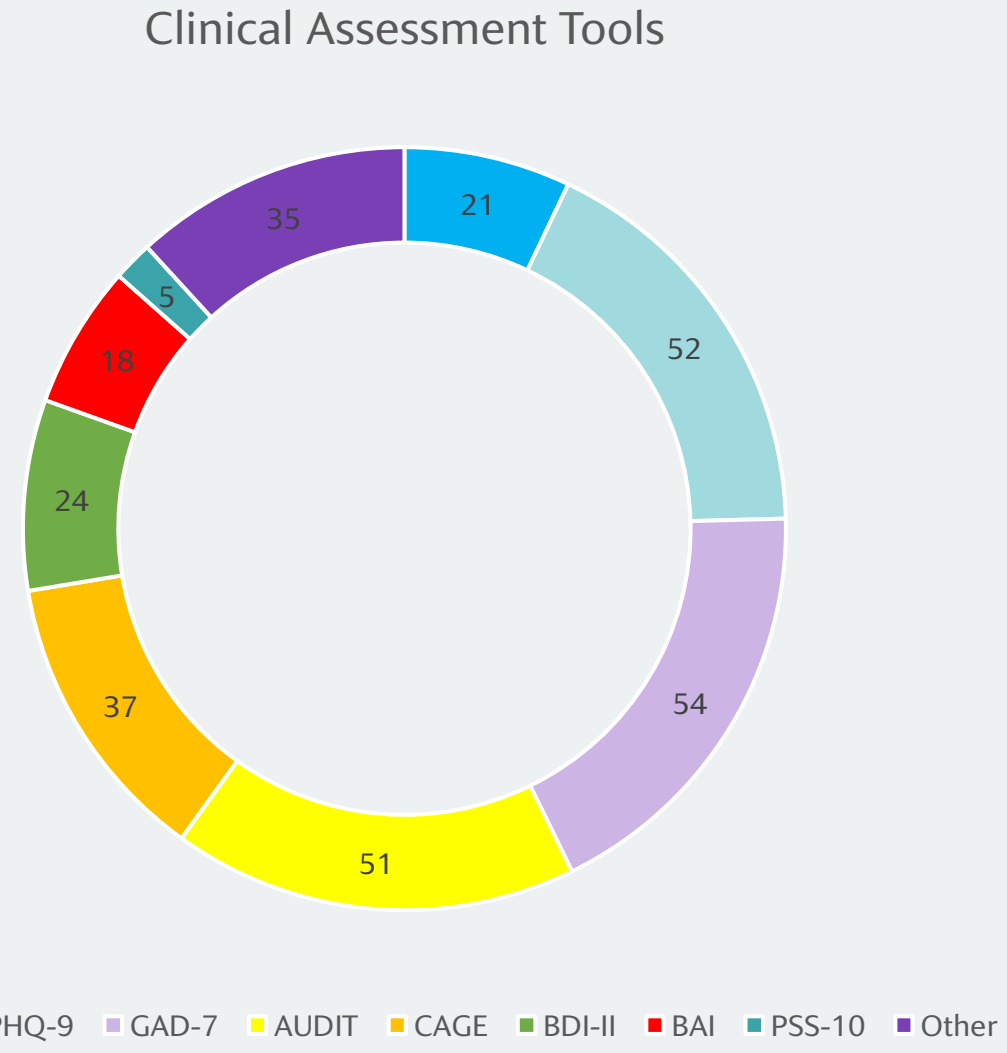
If yes, how often?

Does your EAP administer Clinical Assessment Tools?

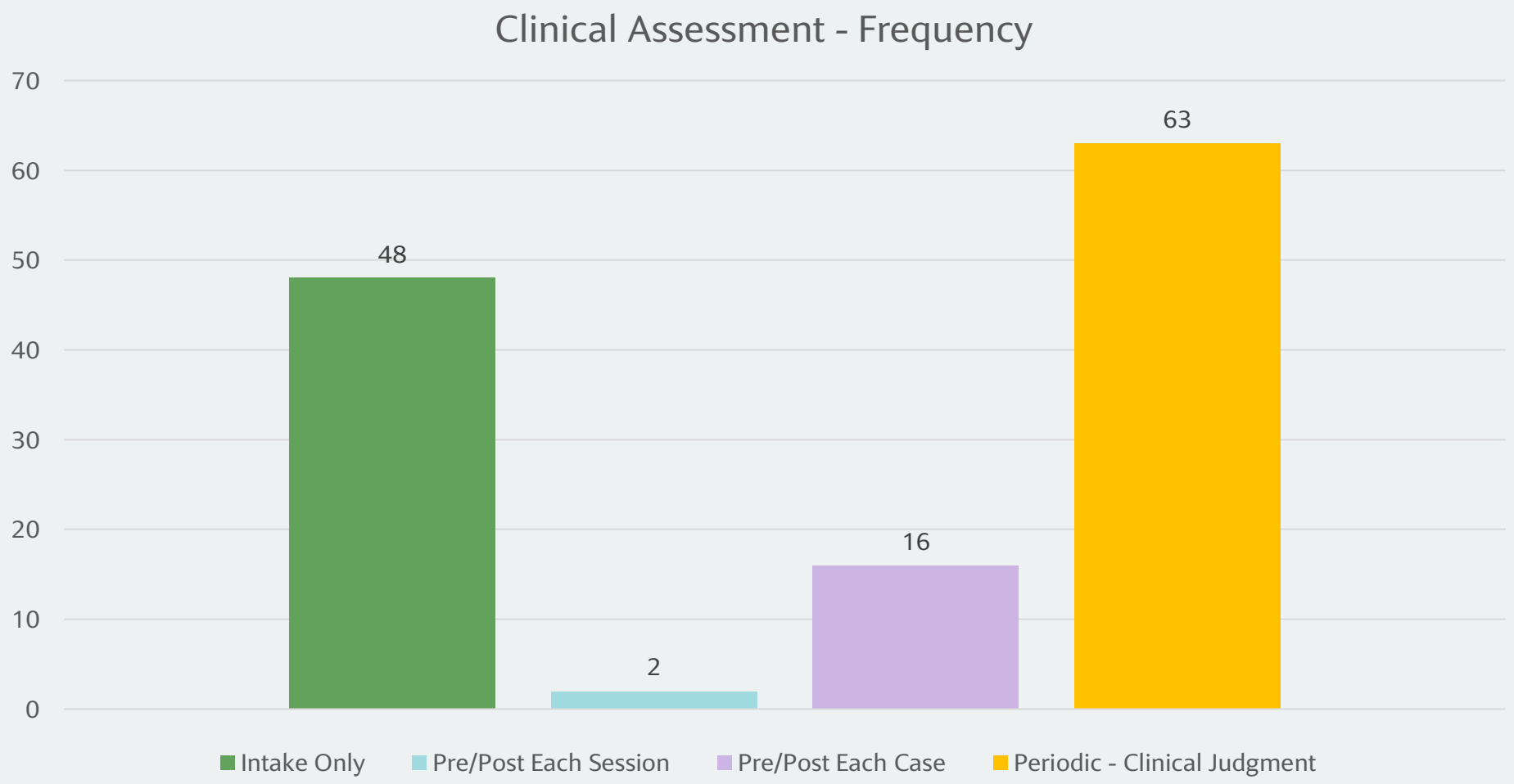


If yes, please indicate which Clinical Assessment Tools your EAP utilizes:

<u>Others:</u>
SASSI-4
SUDDS-5
PCL-5
TAAD-5
CUDIT-R
CORE-10 & 34
ProQOL
C-SSRS
MBTI



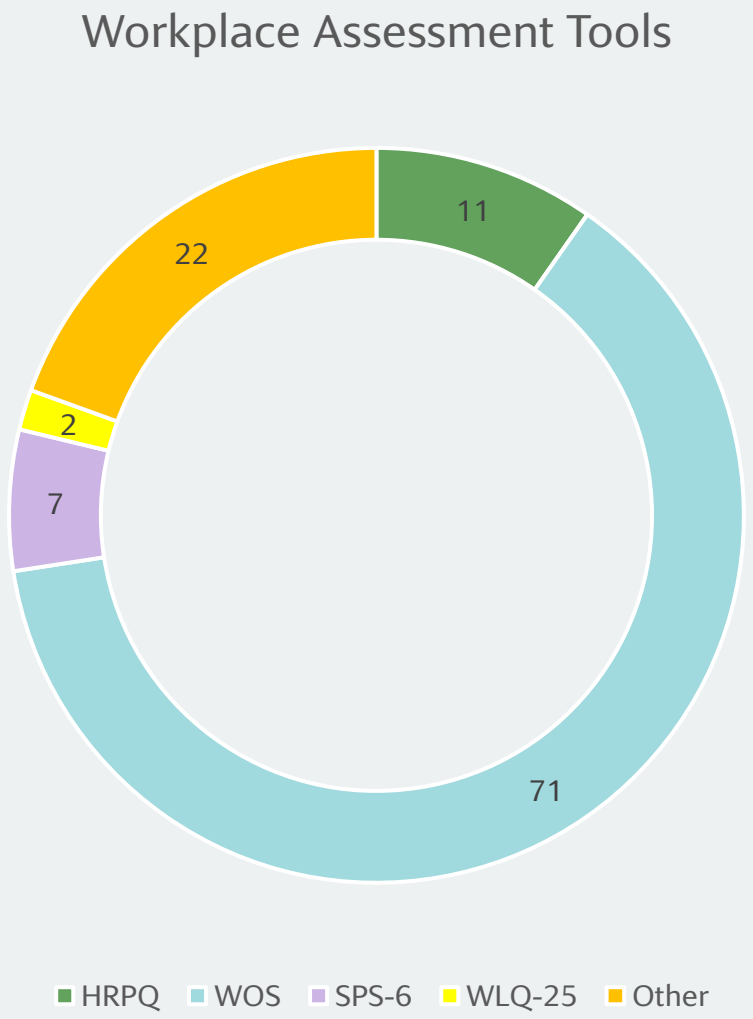
If your EAP uses Clinical Assessment Tools, how often are they administered?



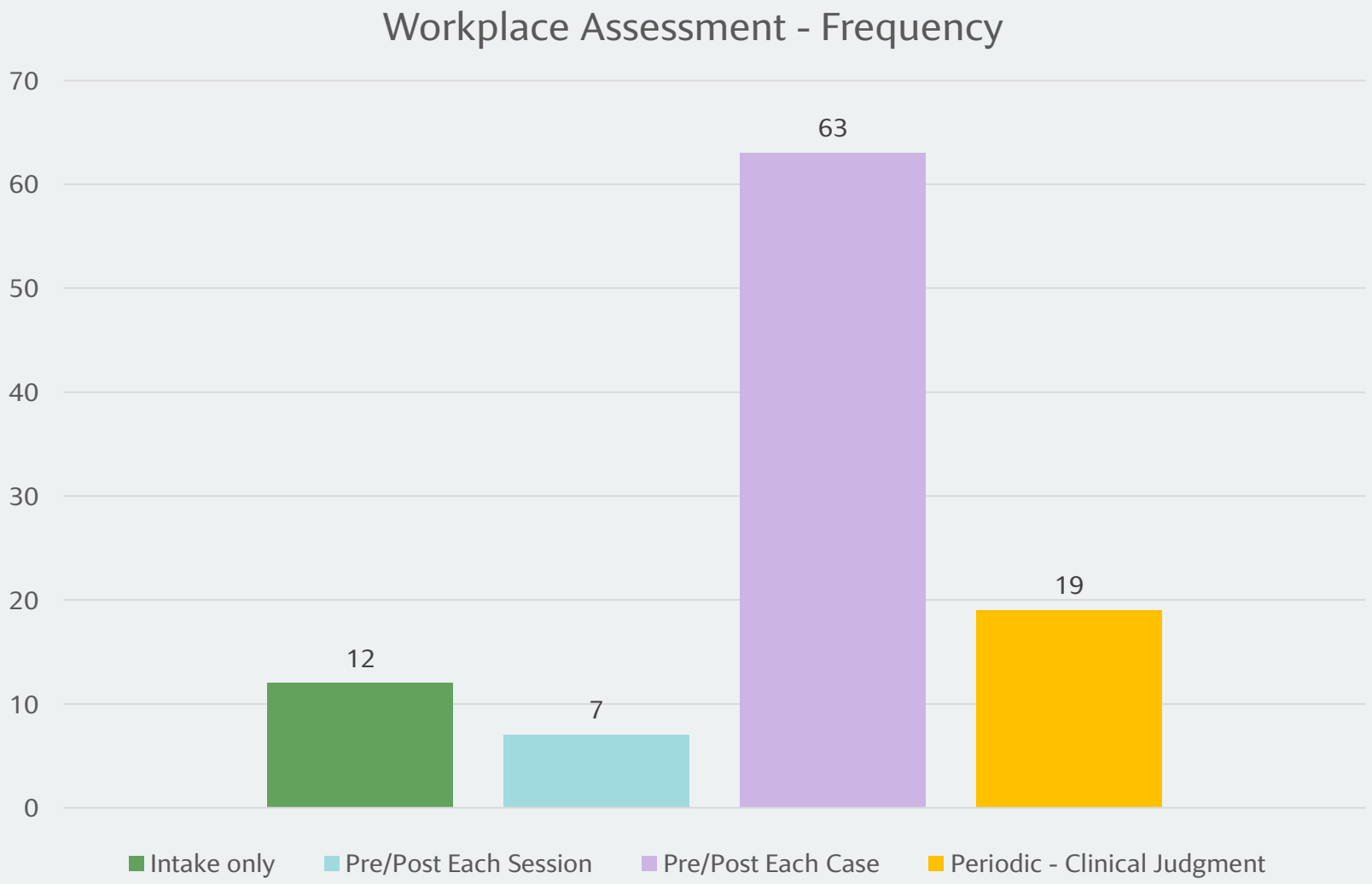
Does your EAP administer Workplace Assessment Tools?

If yes, please indicate which Workplace Assessment Tools your EAP utilizes:

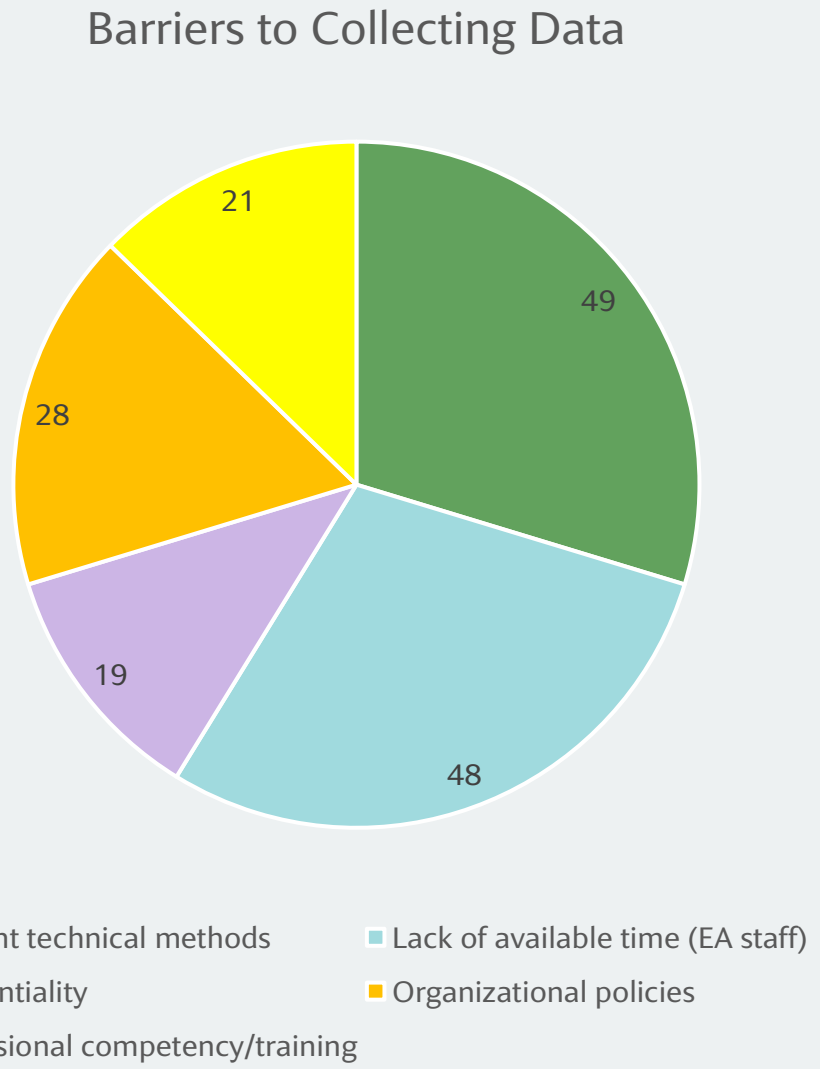
<u>Others:</u>
Wellness Checkpoint
EAP Expert Software
“Informal Questions”
“Resilience Assessment”



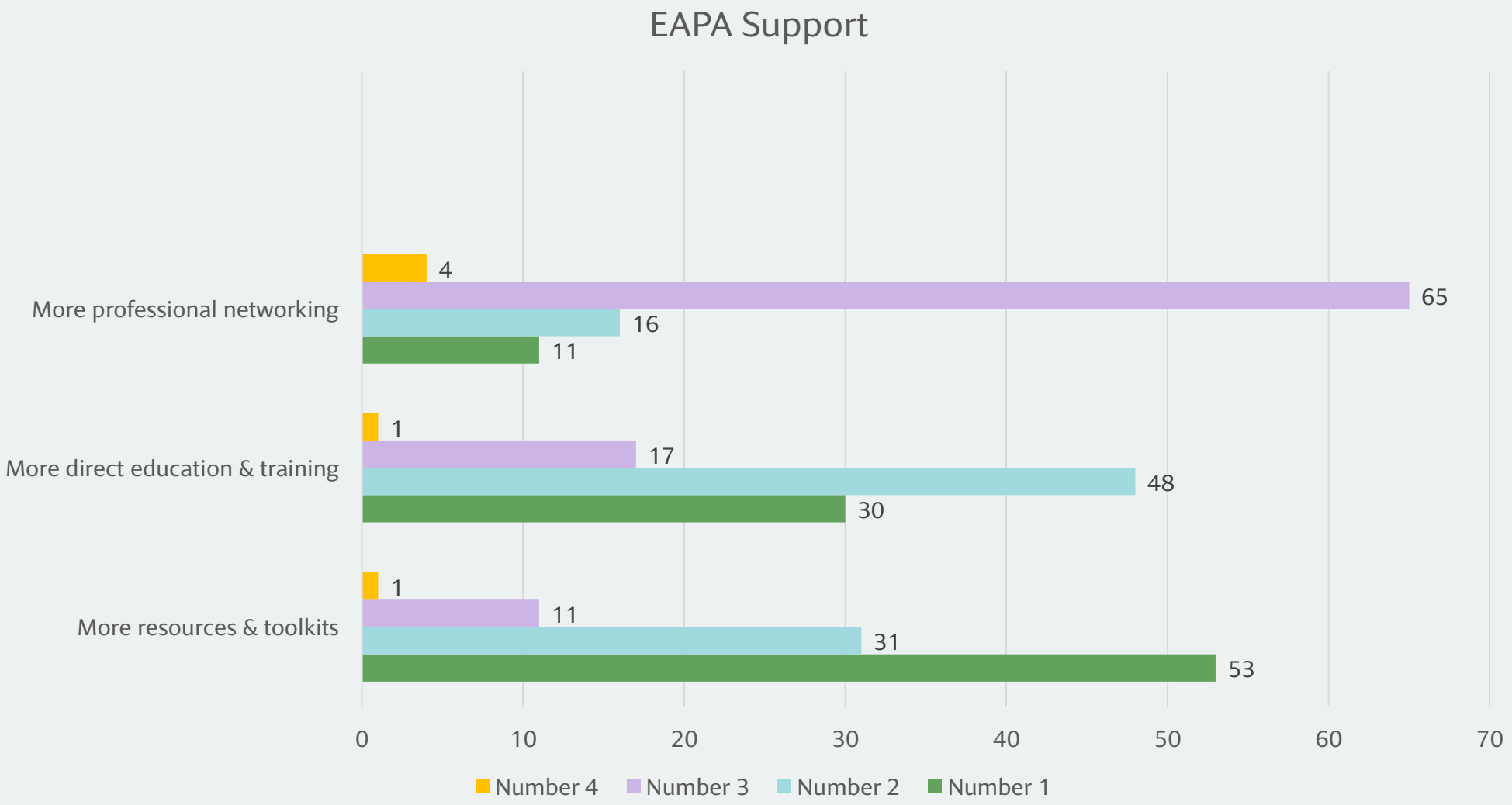
If your EAP uses Workplace Assessment Tools, how often are they administered?



What barriers is your EAP currently facing in its effort to collect relevant data?

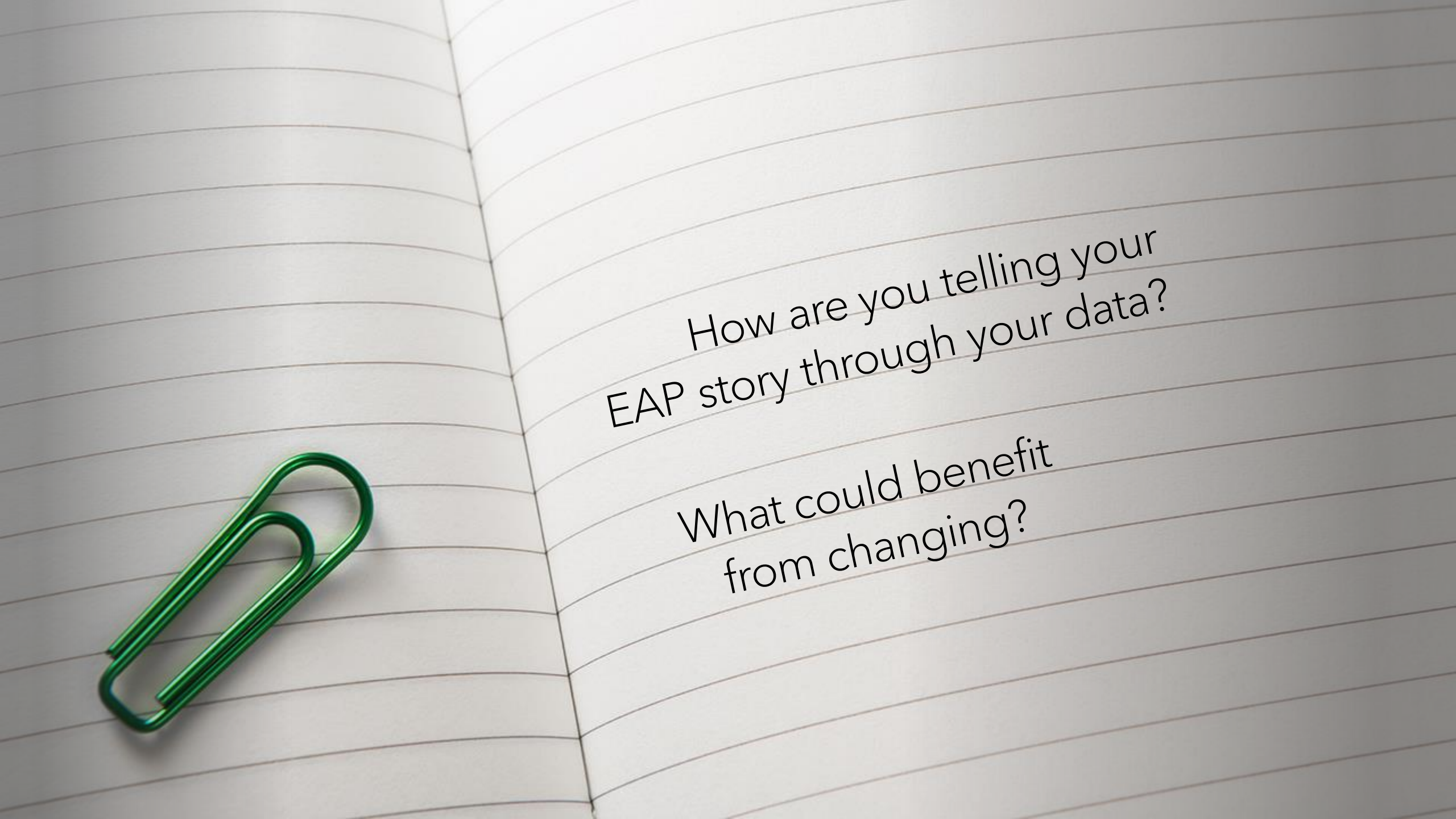


How can EAPA help you and your EAP in developing effective approaches to data collection, tracking, and analysis?



Questions Worth Considering for Your EAP

- What is the "data" that we are tracking in our program?
- How are we collecting it?
- What barriers is our program facing in collecting relevant data?
- Is our "data" purely descriptive (utilization rates; client issues; case studies), or is it statistically measured?
- How relevant is our program's data for our employer's needs?
  - Do we know what our organizational clients are looking for?
- What successes is our program experiencing with tracking and measuring data?


How are you telling your
EAP story through your data?
What could benefit
from changing?

Break-Out Discussion #1

PROJECT EXAMPLES

STAY TUNED & LEARN MORE!

The Impact of Employee Assistance Programs (EAPs) on Substance Use in Nurses

Funded by National Council of State Board of Nursing

PI: Alison Tinkoff; Co-I: Jodi Frey

Little is known about EAP impact on nurses with SU/SUDs

How nurses move through treatment, recovery/re-entry.
How many nurses use EAP services?
How do EAP and other stakeholders interact to help nurses with SU/SUDs?

This study has two aims, focused on addressing these gaps:

Aim 1: Qualitative: Interviews with EAPs and other stakeholders in 4 U.S. States, focused on communication and collaboration with those states.
Aim 2: EAP Survey - practice patterns, processes and procedures for treatment, referral and monitoring nurses with SU/SUDs, and estimate numbers of nurses served by the EAP system

For more information, contact:
Dr. Trinkoff (atrinkoff@umaryland.edu)
Dr. Frey (jfrey@ssw.umaryland.edu)

University of Maryland Baltimore

EAPA and UMB – Law Enforcement Project

- EAPA invited by Dept. of Justice to provide training
- EAPA and UMB initiated collaboration to develop and administer training (EAPA) and conduct evaluation (UMB) as part of the Law Enforcement Mental Health and Wellness Act Program
- Training modules based in part on EAPA's prior work training first responders
- Planning for next round of funding

Interactive Screening Program (ISP)

"This has been really beneficial for my mental health and my physical health. I can feel myself coming back together."

Program Participant

Provides a safe and anonymous method for employees to:

Take a questionnaire for stress, depression, and other mental health concerns

Receive a personal response to the questionnaire from a program counselor

Exchange messages with the counselor, ask questions and learn about mental health services

WORKPLACE SUICIDE PREVENTION

Data & Variables

Data

- Screening data and dialogue data from 15 healthcare sites (N=5922) and 4 law enforcement sites (N=671)
- Data in the form of dialogue was hand coded by a team of up to 5 researchers into useable variables

Outcome Variables - Help-Seeking Outcomes

- Requesting referral; commitment to seeking additional services; change in ambivalence to seeking additional treatment; change in willingness to accept additional services

Independent Variable - Counselor's Use of Motivational Interviewing (MI) Techniques

- Asking questions; expressing empathy; using confrontation; using persuasion; using diagnostic language; listing symptoms

FINDINGS

Comparison Between Healthcare and Law Enforcement

Similarities	Differences
• Employees with higher distress are more likely to engage in ISP and report initial help-seeking behaviors	• Gender • Program type • MI strategy

ADDRESSING THE UNIQUE NEEDS OF MARGINALIZED COMMUNITIES THROUGH SPECIALIZED EAP PROGRAMS

A CAPSTONE PROJECT
SAHRAH MARCELLIN, UNIVERSITY OF MARYLAND, BALTIMORE, SSW

Abstract

Challenges in the Present-Day Landscape
- Repeal of affirmative action and disbandment of DEI offices.
- Implementation of laws and policies against DEI initiatives.

Impact on Marginalized Employees
- Marginalized employees face greater challenges in the workplace.
- Workplace environment significantly affects their mental health.

Specialized EAPs for Marginalized Communities
- Tailored EAPs address specific challenges.
- Designed to mitigate adverse mental health effects on marginalized employees.

Objective of Specialized EAPs
- Address unique situations faced by minority groups in the workplace.
- Offer targeted services to support mental well-being of marginalized communities.

Background

Shift in Attitudes Towards Mental Health
- Societal attitudes towards mental health have significantly evolved over the years, reducing stigma and increasing acceptance of mental health issues.

Role of Awareness Campaigns and Education
- Awareness campaigns and education contributed to an open dialogue about mental health as a vital aspect of overall well-being.

Specialized EAPs Embrace Mental Health Recognition
- Specialized EAPs offer comprehensive and culturally sensitive mental health services such cultural counseling, stress management related to microaggressions, implicit biases, and more.

Adaptation of Modern Workplaces
- Modern workplaces prioritize employee well-being and a positive work environment while employees seek holistic well-being from their jobs, beyond just financial benefits.

Crucial Role of Specialized EAPs
- Specialized EAPs provide a safety net of support for marginalized employees and address specific well-being needs beyond job-related matters, fulfilling employee expectations.

Case Study

Introduction

The Ladipo Group is a Black and woman-owned company dedicated to enhancing the emotional wellness of Black and African-American individuals and communities. Founded in 2004, the Ladipo Group sought to reduce the stigma surrounding mental health within Black/African American communities by increasing access to Black therapists. Over time, they realized that workplace-related stress was a significant concern for their clients due to persistent microaggressions, biases, and discrimination. This realization led them to extend their services to organizations, aiming to foster inclusive and supportive work environments. This case study explores how the Ladipo Group's unique approach informed questions about specialized EAPs and how traditional EAPs can adapt to better serve marginalized populations.

Approach

The Ladipo Group embodies their core philosophies of "Excellence with Ease" and "Make it a win-win-win solution" in their approach. They believe in providing excellence to their clients, community, and team while prioritizing collective self-care. Their beliefs and approach underline the importance of empathy, connection, opportunity, and compassionate communication.

Research Question #1

In what ways do specialized EAPs effectively cater to marginalized populations?

Research Question #2

How can traditional EAPs enhance their services to ensure greater cultural sensitivity and responsiveness to the specific needs of these marginalized groups?

Key Concepts

Employee Assistance Program (EAP)
- A workplace benefit program designed to assist employees in addressing personal problems that may impact their well-being and job performance.

Specialized Employee Assistance Program
- An employee support program tailored to meet the unique needs and challenges faced by specific groups or demographics within the workforce.

Diversity, Equity, and Inclusion (DEI)
- It is a framework or approach aimed at promoting a workplace or societal environment that embraces and values individuals from diverse backgrounds in terms of race, ethnicity, gender, sexual orientation, age, abilities, and more.

Findings

RESEARCH QUESTION #1

Key Strategies

The Ladipo Group and other specialized EAPs offer:

Tailored Support

Specialized EAPs provide focused assistance, counseling, and resources addressing unique needs of marginalized individuals, considering cultural, racial, or gender-related challenges.

Cultural Competency

Staff in specialized EAPs understand the experiences and barriers of marginalized groups, often being organized and run by marginalized communities allowing more effective communication and support.

Focused Programming

Specialized EAPs offer targeted programs, workshops, and support groups addressing discrimination, prejudice, microaggressions, and mental health challenges specific to marginalized communities.

Inclusive Environment

Specialized EAPs strive to create a safe, inclusive space where marginalized individuals feel understood, respected, and valued, which encourages seeking assistance and active engagement with the provided support.

REFERENCES: HTTPS://TINYURL.COM/3P6HM5DW

RESEARCH QUESTION #2

Services

Regular Conduct Cultural Sensitivity Audits

Conduct periodic assessments and audits of EAP operations to evaluate the level of cultural sensitivity and responsiveness. Use the findings to identify areas for improvement and implement necessary changes.

Customized Programs and Services

Tailor EAP services and programs to address the unique stressors and challenges faced by marginalized populations, such as discrimination, microaggressions, and identity-related issues. Include specialized counseling, support groups, and workshops focused on these topics.

Collaborate with Specialized EAPs

Establish partnerships with specialized EAPs that can help serve these specific marginalized populations. This collaboration can provide insights into the specific needs of the community, offer cultural expertise, and facilitate access to appropriate resources and services more effectively.

WORKPLACE INCLUSION SCALE (WIS)

WHAT IS WIS?

WIS is an 8-item scale used to assess the degree to which individual persons/ employees perceive they are included in the organizational culture.

The WIS is a scale focused on examining the extent to which persons/employees feel as if they belong to that culture.

WHY WAS WIS DEVELOPED?

Organizations typically measure diversity through demographic data analysis. However, they have not had a valid way to measure inclusion, which is inherently a psychological construct.

The WIS fills that void.

- Evaluating workplace climate and the success of diversity and equity initiatives.
- Main differences between the WIS and other measures lie in its simplicity and length.
- Unlike other Inclusion tools, the WIS has been psychometrically validated and published in a peer-reviewed journal.

DIVERSITY, EQUITY AND INCLUSION (DEI)

Policies and programs that promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures and sexual orientations. This also covers people with diverse backgrounds, experiences, skills and expertise.

INTEGRATE DEI WITH YOUR EAP TO POSITIVELY IMPACT WORKPLACE CULTURE AND WELLBEING

The Value of DEI in EAPs
Investing in diversity and inclusion promises that plus a golden key to progress, financial success, innovation and longevity.

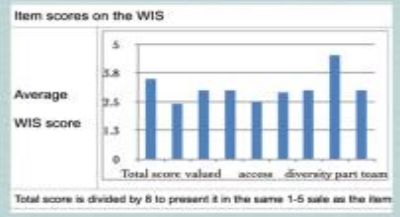
Innovation and Perspective
A workforce with a multitude of races, ethnicities, gender identities/expressions, backgrounds and experiences will automatically be armed with perspectives and ideas that spark innovation.

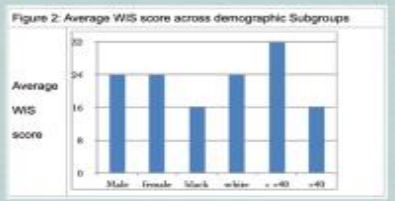
Improving Well-being and Performance
Employees who feel included, valued, and comfortable are more engaged, contribute more, and are more productive.

ADVANTAGES

- WIS is short (just eight items), simple, and easy to administer.
- It measures the employee's experience of belonging and their perceptions about their importance to the organization.

RESULTS





WHO SHOULD USE WIS?

Anyone interested in the issue of inclusion.

- DEI Professionals
- HR practitioners
- EAP and organizational consultants
- Corporate Leaders

BENEFITS FOR EMPLOYERS?

- An ideal way to empirically examine the effectiveness of DEI interventions.
- Allows employers to get a sense of employee's engagement and satisfaction.
- Gives employers a tool for assessing the organizational climate of diversity, equity and inclusion.

TAKE ONE!

SCAN ME

RESEARCH TEAM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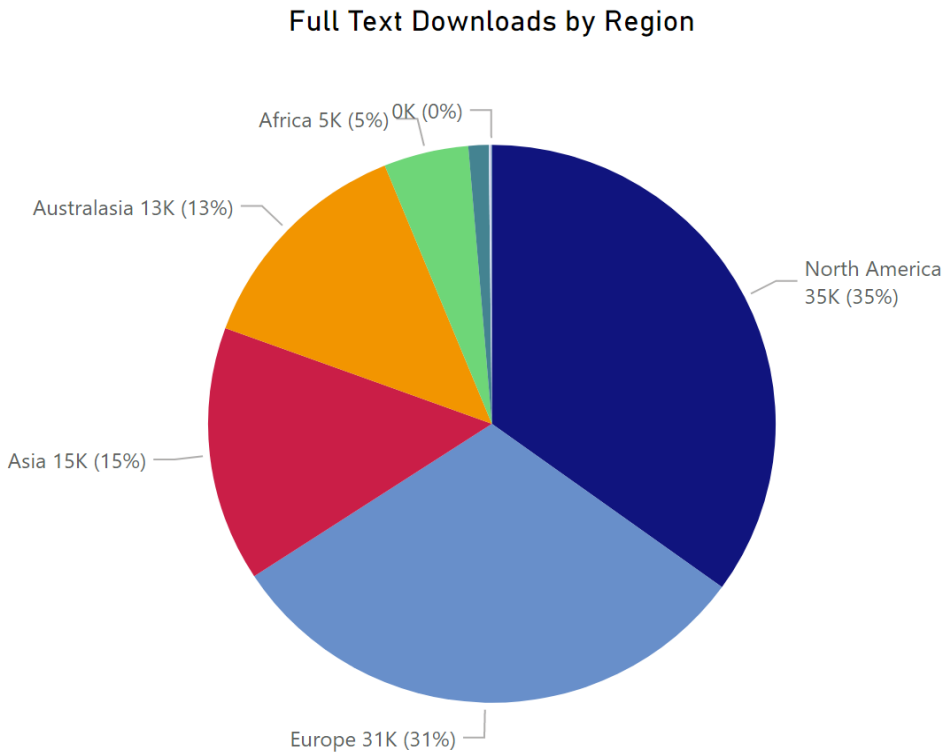
Chestnut Health Systems

CHESTNUT HEALTH SYSTEMS
1973-2023

Rocky Mountain Research
EAP, Work/Life & Wellness

Break-Out Discussion #2

Journal of Workplace Behavioral Health



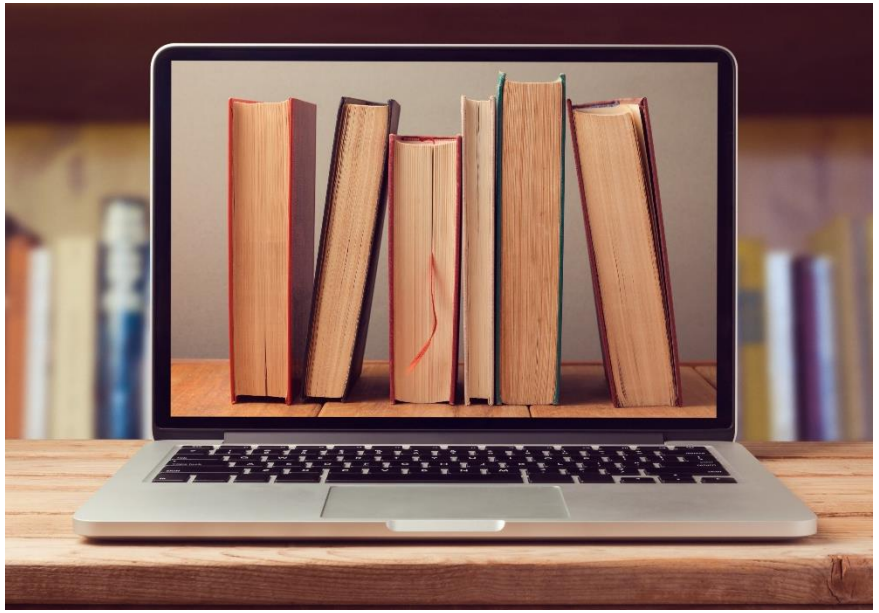
Most Downloaded Articles in the Past 12 Months (from Past Three Years)

Article Title	First Author	Volume & Issue	Open Access	No. of Downloads
Personality diversity in the workplace: A systematic literature review on introversion	Leticia Ferri	Volume 38 Issue 2	Yes	5,028
Health and well-being of first responders: The role of psychological capital, self-compassion, socia...	Alexandra Lowery	Volume 37 Issue 2	Yes	2,787
Examining changes in presenteeism and clinical symptoms in a workforce mental health benefits progra...	Joe Grasso	Volume 37 Issue 4	Yes	1,563
Posttraumatic stress disorder (PTSD) and mental health comorbidity in firefighters	Nattinee Jitnarin	Volume 37 Issue 3	No	1,485
Healthy universities: Exploring the relationship between psychosocial needs and work-related health ...	Siw Innstrand	Volume 38 Issue 2	Yes	1,289
Organizational belonging â€“ proposing a new scale and its relationship to demographic, organization...	Daniel Goldberg	Volume 38 Issue 3	Yes	1,096
Employee Assistance Program response and evolution in light of COVID-19 pandemic	Jody Nation	N/A	No	662
The role of lifestyle on NHS ambulance workersâ€™ wellbeing	Mark Forshaw	Volume 36 Issue 2	Yes	515
South African employeesâ€™ perceptions of the inclusion of traditional health practitionersâ€™ servi...	Ramodungoane Tabane	Volume 37 Issue 4	Yes	478

EA DIGITAL ARCHIVE

UNIVERSITY of MARYLAND
SCHOOL OF SOCIAL WORK

Award Winning International Employee Assistance Digital Archive



Thousands of unique submissions with almost 1,000 authors and over 245,000 file downloads from 10+ counties!

10 Year Anniversary – check out our new website: **www.eaarchive.org**

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Take the EAPA Member Survey on Outcome Measures

Contact Information

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Presentation Verification Code:

BC18

Thank you!