

The State of the Employee Assistance Industry: What are the “Core” Services and Strategies that Define the Industry?

**Presented to The National Behavioral Consortium
EAP Group Session**

September 7, 2011 – Las Vegas, AZ, USA

Mark Attridge, PhD, MA & John Burke, MA

About the Presenters

Mark Attridge, PhD, MA

President - Attridge Consulting, Inc.

Minneapolis, MN

E-mail: mark@attridgeconsulting.com

Phone: (612) 899-2398

Website: www.attridgeconsulting.com

John Burke, MA

President – Burke Consulting/Empathia

Topsail Beach, NC

E-mail: jburke@coastalnet.com

Phone: (910) 620-8071

AGENDA

Our presentation has three components:

1. *What are the **Services** that Define the EA Industry?*
2. *What are the **Strategies** that Drive Success of the EA Industry?*
3. *Discussion*

AGENDA – PART 1



***Services
that Define
Employee
Assistance***

(by Mark)

Seven Kinds of EA Services

Based on review of the research literature and consulting experience, these services are featured:

1. Counseling and referral for individuals
2. Manager consulting and organizational support
3. Critical Incident Response (CIR/CISD)
4. Integration with Wellness and Work/Life
5. Case management for mental health & addiction
6. Support for STD/LTD disability claim cases
7. Technology and web-enabled services

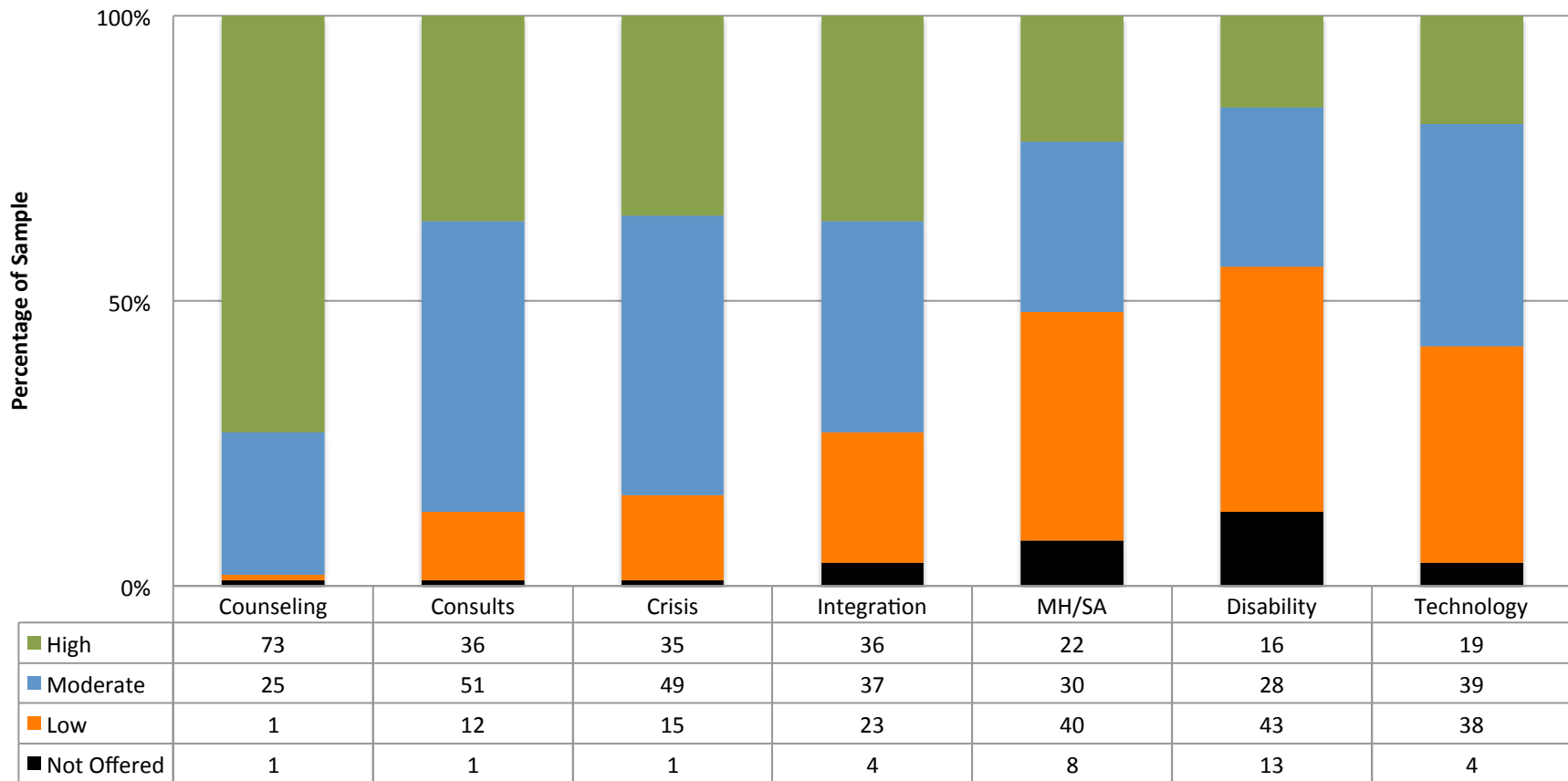
New Survey of EA Services and Strategies

- Internet data collection and e-mail recruitment
- Data collection in August – September 2011
- Final sample size of 150 people (from 500+)
- From USA (77%), Canada (20%) and others (2%)
- Mix of External EAP (51%), Internal EAP (23%), Other/Consultants (14%); and Clinicians (11%)
- Mostly Managerial (57%) or Clinical (33%) Roles
- Very Experienced – avg. 18 years in EAP field
- Involved in industry trade associations: EAPA 64%; EASNA 39%; EAR 8%, EAC 3%; and NBC 7%
- Age: 55 year avg. (25-78) / Sex: 48% M & 52% F

USE LEVEL

*How often is this service used by your client organization(s)?
Among Internal/External or Other kinds of providers*

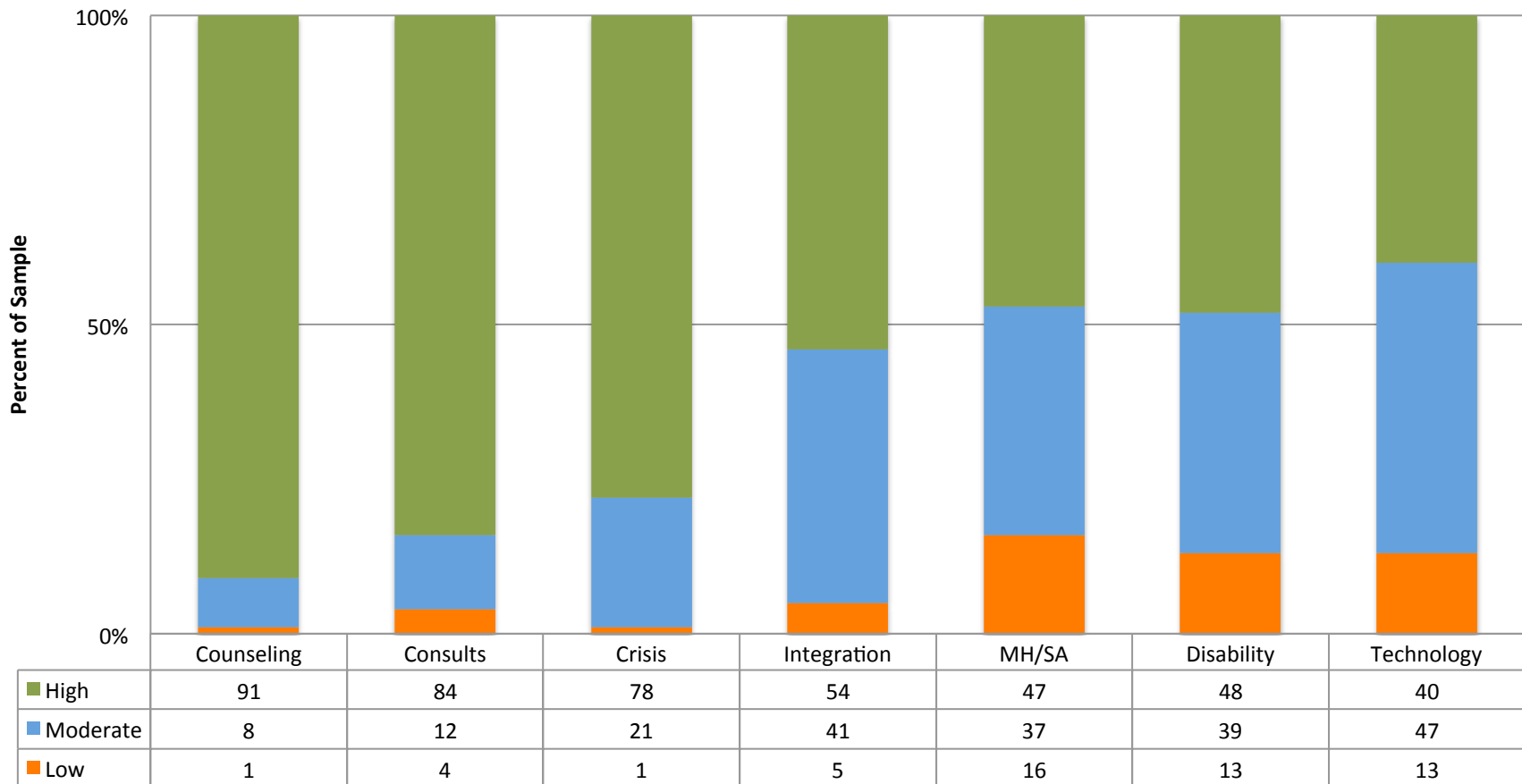
Use Among EAP Clients



ROLE IN DEFINING EAP

In your opinion, how important is this type of service to defining what an EAP should be?

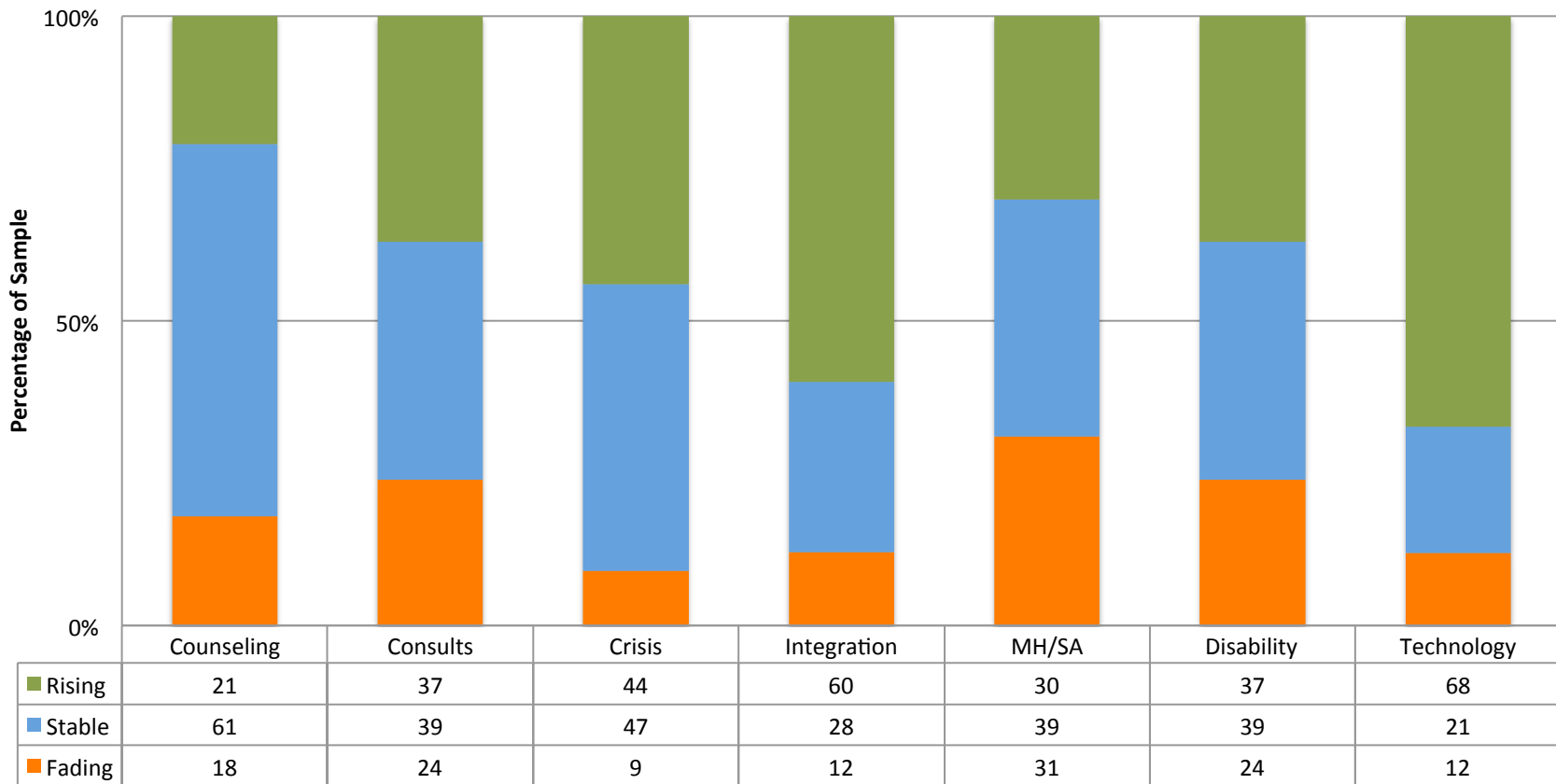
Importance to Defining EAP



VALUE TREND

How is the business value of this type of service currently perceived in the EAP industry?

Trend in Business Value



EA Services: Core Capabilities – “The Big 3”

These three services have the highest ratings for defining EAP and have history as core technology

- Counseling and referral for individuals
 - HIGH USE + STABLE VALUE

- Manager consulting and organizational support
 - MODERATE USE + STABLE/RISING VALUE

- Critical Incident Response (CIR/CISD)
 - MODERATE USE + STABLE/RISING VALUE

EA Services: Pareto Cases with High Touch

Use EAP to find and support individuals who need behavioral health expertise for high-risk conditions in traditional EAP clinical areas

- Case management for mental health & addiction
 - LOW USE + MIXED VALUE

- Support for STD/LTD disability claim cases with mental health & addiction
 - LOW USE + STABLE/RISING VALUE

Note: The Pareto Group is the small part of a population that is extreme on a measure of interest – such as high clinical severity and health care costs.

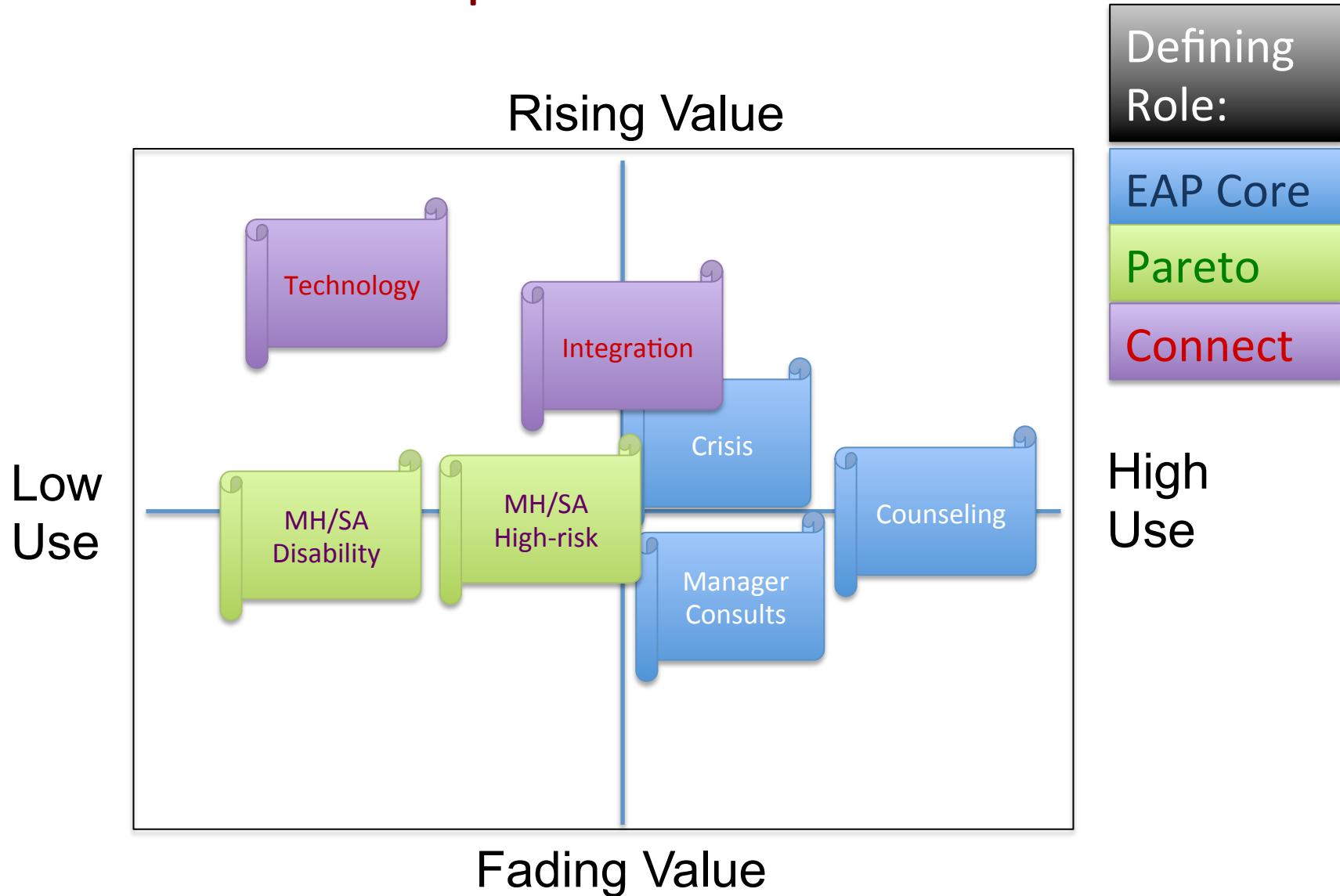
EA Services: Connecting Cases with High Tech

Use new technology and organizational role of EAP to connect individuals to EAP services and to other relevant services and company benefits

- Integration of EAP with Wellness and Work/Life
- MIXED USE + RISING VALUE

- Technology and web-enabled services for EAP
- LOW/MODERATE USE + RISING VALUE

The "Space" of EAP Services



AGENDA – PART 2



Strategies for Future Success in the Employee Assistance Industry

(by John)

EA Strategies – Context of “Market Realities”

- Health plans with integrated strategies
- Embedded and “free” EAP continues
- Price sensitivity
- Integrated strategies
- Value purchasers?

EA Strategies – Current & Future “Positioning”

- Culture of health/health strategies
- Proactive approach
- EAP name going forward
- Health and wellness integration
- Leveraging skill
- Engagement
- Evidence-based practices
- Outcomes

Survey Questions on Strategies

1. Which of the different types of employee assistance services in the previous section best fit with today's marketplace realities and opportunities? Please explain why.
2. Given your knowledge of the marketplace, can the value of an EAP be enhanced by also offering services that provide more of a strategic, proactive and consultative approach to the organization? If yes, why? If no, why not?
3. In the bigger picture, what societal or business trend do you think will contribute most to the viability and success of the employee assistance industry in the future?

Question I RESULTS: What Services Fit Best

- Technology; service, efficiency, access, social media
- Integration; health and wellness, disability
- Face-to-face counseling; viewed as critical
- Overall theme of waning value of EAP; lost credibility as viewed as simply counseling; employers do not value what EAP can do

Question 2 RESULTS: Value Enhancement

- Proactive; serving beyond the normal 5-10%, more with wellness
- Demonstrate value; outcomes reporting, ROI, distinguishing free from fee-based EAP types
- Behavior experts; leverage EAP skills better
- Lack of readiness to do this; difficult to sell, staff needs new skills, too costly to change

Question 3 RESULTS: Societal/Business Trends

- Technology; social media, self-management, online service, instant access
- Workplace change; health care reform, economy, retention, aging population, globalization, violence
- Health and productivity; partnering, impact of behavioral issues, culture of health
- Looking forward; restate value prop, change the name, avoid becoming non-profession

GROUP DISCUSSION

“How do the core services of EA fit with today's marketplace realities?”

"Given your knowledge of the marketplace, will the above services and strategies sell?"

Resources

See reference list

*See EASNA website for the September 2011
Issue of EASNA Research Notes
for the detailed results of this survey study*

Thank You



Resources from the Presenters

Part 1: Employee Assistance Services

1.0. Define what is EAP?

Attridge, M. (2009). Employee assistance programs: A research-based primer. In J. C. Quick, C. Cooper, & M. Schbracq (Eds.), *The Handbook of Work and Health Psychology, Third Ed.* (pp. 383-407). New York: Wiley.

Employee Assistance Professionals Association. (2010). EAPA Standards and professional guidelines for employee assistance programs. 2010 Edition. Arlington, VA: Author. Available from: <http://www.eapassn.org/files/public/EAPASTANDARDS10.pdf>

EASNA. (2009). *The value of employee assistance programs*. Attridge, M. Washington, DC: Employee Assistance Society of North America. Available at: <http://www.easna.org/publications>

1.1 Traditional approach to assessment, brief counseling and referral for individuals

Attridge, M. (2010). 20 years of EAP cost-benefit research: Taking the productivity path to ROI. Part 3 of 3. *Journal of Employee Assistance, 40*(4), 8-11.

Employee Assistance Society of North America. (2009). *Selecting and strengthening Employee Assistance Programs: A purchaser's guide*. Attridge, M. (Lead author). Washington, DC: Author. Available at: <http://www.easna.org/publications>

1.2 Manager/supervisory consulting and organizational level support

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.

Resources - continued

1.3 Critical Incident Response (CIR/CISD)

Attridge, M., & VandePol, B. (2010). The business case for workplace critical incident response: A literature review and some employer examples. *Journal of Workplace Behavioral Health: Employee Assistance Research and Practice*, 25(2), 132-145.

Attridge, M., & VandePol, B. (2011, August). Critical incident response for workplace violence. *The Workplace Violence Prevention e-Report*.

1.4 Integration with Wellness and Work/Life to support prevention and behavioral change

Attridge, M. (2009, February). Employee personal financial distress and how employers can help. *ResearchWorks*, 1(1). Partnership for Workplace Mental Health/American Psychiatric Association Foundation. Available at: <http://www.workplacementalhealth.org/researchworks.aspx>

Attridge, M., & Bennett, J. (2011). Workplace: Role, prevention, and programs. In M. A. R. Kleiman & J. E. Hawdon (Eds.), *Encyclopedia of drug policy* (Vol. 2, pp. 856-864). Thousand Oaks, CA: Sage.

Attridge, M., Herlihy, P., & Maiden, P. (Eds.). (2005). *The integration of employee assistance, work/life and wellness services*. Binghamton, NY: Haworth Press.

Bennett, J., & Attridge, M. (2008). Preventive health services: A new core technology component? *Journal of Employee Assistance*, 38(4), 4-6.

Jacobson, J. M., & Attridge, M. (2010, August). Employee Assistance Programs (EAPs): An allied profession for Work/Life. In S. Sweet & J. Casey (Eds.), *Work and family encyclopedia*. Chestnut Hill, MA: Sloan Work and Family Research Network. Available at: http://wfnetwork.bc.edu/encyclopedia_entry.php?id=17296&area=All

Resources - continued

1.5 High-risk case finding and long-term case management for mental health & addiction

Amaral, T., & Attridge, M. (2010, April). A new research-driven approach to workplace behavioral health services: Does this represent an opportunity or a challenge for EAPs? *Research Brief Series from EAP Technology Systems*. Available at: <http://www.eaptechnology.com/training/ResearchDrivenApproach.htm>

Attridge, M. (2010). EAP cost-benefit research: 20 years after McDonnell Douglas. Part 1 of 3. *Journal of Employee Assistance*, 40(2), 14-16.

Attridge, M. (2010). Taking the pareto path to ROI. Part 2 of 3. *Journal of Employee Assistance*, 40(3), 12-15.

Attridge, M., & Wallace, S. (2009). *Hidden hazards: The business response to addictions in the workplace*. Vancouver, BC, Canada: Homewood Human Solutions. Available at: http://www.homewoodhumansolutions/docs/HSreport_09.pdf

Norlien Foundation. (2011) *Recovery from addiction: A science in society symposium. Summary report*. M. Attridge (Rapporteur). Calgary, AB, Canada: The Norlien Foundation. Available at: <http://www.norlien.org/resources>

1.6 Return to Work, Stay at Work and support for STD/LTD disability claim cases

Attridge, M., & Wallace, S. (2010). *Able-Minded: Return to work and accommodations for workers on disability leave for mental disorders*. Vancouver, BC, Canada: Homewood Human Solutions. Available at: http://www.homewoodhumansolutions/docs/HSreport_10.pdf

Dewa, C. S., Hoch, J. S., Carmen, G., Guscott, R., & Anderson, C. (2009). Cost, effectiveness, and cost effectiveness of a collaborative mental health care program for people receiving short-term disability benefits for psychiatric disorders. *Canadian Journal of Psychiatry*, 54(6), 379–388.

Resources - continued

Occupational Health and Safety Agency for Health Care in British Columbia. (2010). *Best practices for return-to-work/stay-at-work interventions for workers with mental health conditions. Final report.* Vancouver, BC, Canada: Author. Available from: http://www.ccohs.ca/products/webinars/best_practices_rtw.pdf

1.7 Technology and web-enabled services for self-directed and counselor-directed care

Attridge, M. (in-press for fall issue 2011). E-therapy research review: Yes it works and what it means for EAPs. *Journal of Employee Assistance.*

Attridge, M. (2010, July). *Techno-therapy for mental health: A research review.* Presented at the Health Care Working Group the Pacific Northwest Economic Region (PNWER) annual meeting. Available at: <http://www.pnwerarchive.org/LinkClick.aspx?fileticket=fdC7sD%2bnHuw%3d&tabid=1892&mid=3537>

Murphy, L., Parnass, P., Mitchell, D. L., Hallett, R., Cayley, P., & Seagram, S. (2009). Client satisfaction and outcome comparisons of online and face-to-face counselling methods. *British Journal of Social Work, 39*(4), 627-640.

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: Charles C Thomas.

Wittes, P., & Speyer, C. (2009, May). *Online counseling: A key component of 21st century EAP in a global economy.* Presented at the Annual Institute of the Employee Assistance Society of North America, Denver, CO.

Resources - continued

Part 2: Employee Assistance Strategies

Attridge, M. (2009). Measuring and managing employee work engagement: A review of the research and business literature. *Journal of Workplace Behavioral Health: Employee Assistance Research and Practice*, 24(1), 1-16.

Attridge, M. (2009, June). Employee work engagement: Best practices for employers. *ResearchWorks*, 1(2). Partnership for Workplace Mental Health/American Psychiatric Association Foundation. Available at: <http://www.workplacementalhealth.org/researchworks.aspx>

Burke, J., & Sharar, D. (2009). Do 'free' EAPs offer discernable value? *Journal of Employee Assistance*, 39(6), 6-9.

Burke, J., & Sharar, D. (2009). Do "free" EAPs offer value? It depends on who you ask. *Employee Benefits News*, 23(11), 60, 73.

Burke, J., & Sharar, D. (2009). The perceived value of 'free' versus fee-based employee assistance programs. *World at Work Journal*, 18, 21-31.

Sharar, D., Lennox, R., & Burke, J. (2010). Measuring workplace outcomes in EAPs. *Employee Assistance Report*, 13(2), 1-3. Available from: <http://www.eapassn.org/files/public/outcomes0110.pdf>