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**Expanding EAP Business Value
Through Strategic Partnerships:
A Review of Research and Best Practices**

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OUTLINE

EAP Business Value Model

Two Kinds of Partners

Case Examples

Implications





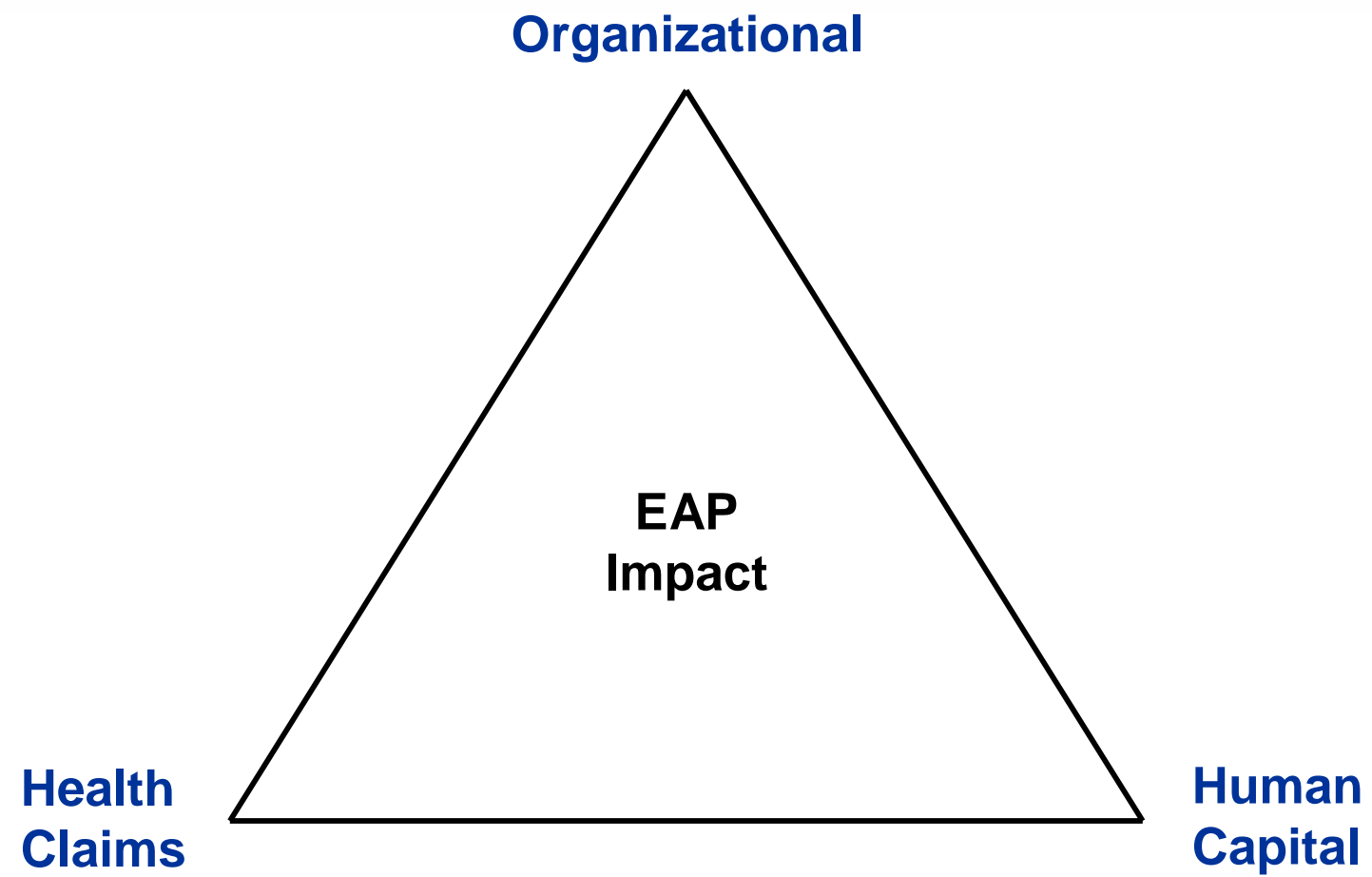
Part 1

The EAP Business Value Conceptual Model



The EAP Business Value Model™

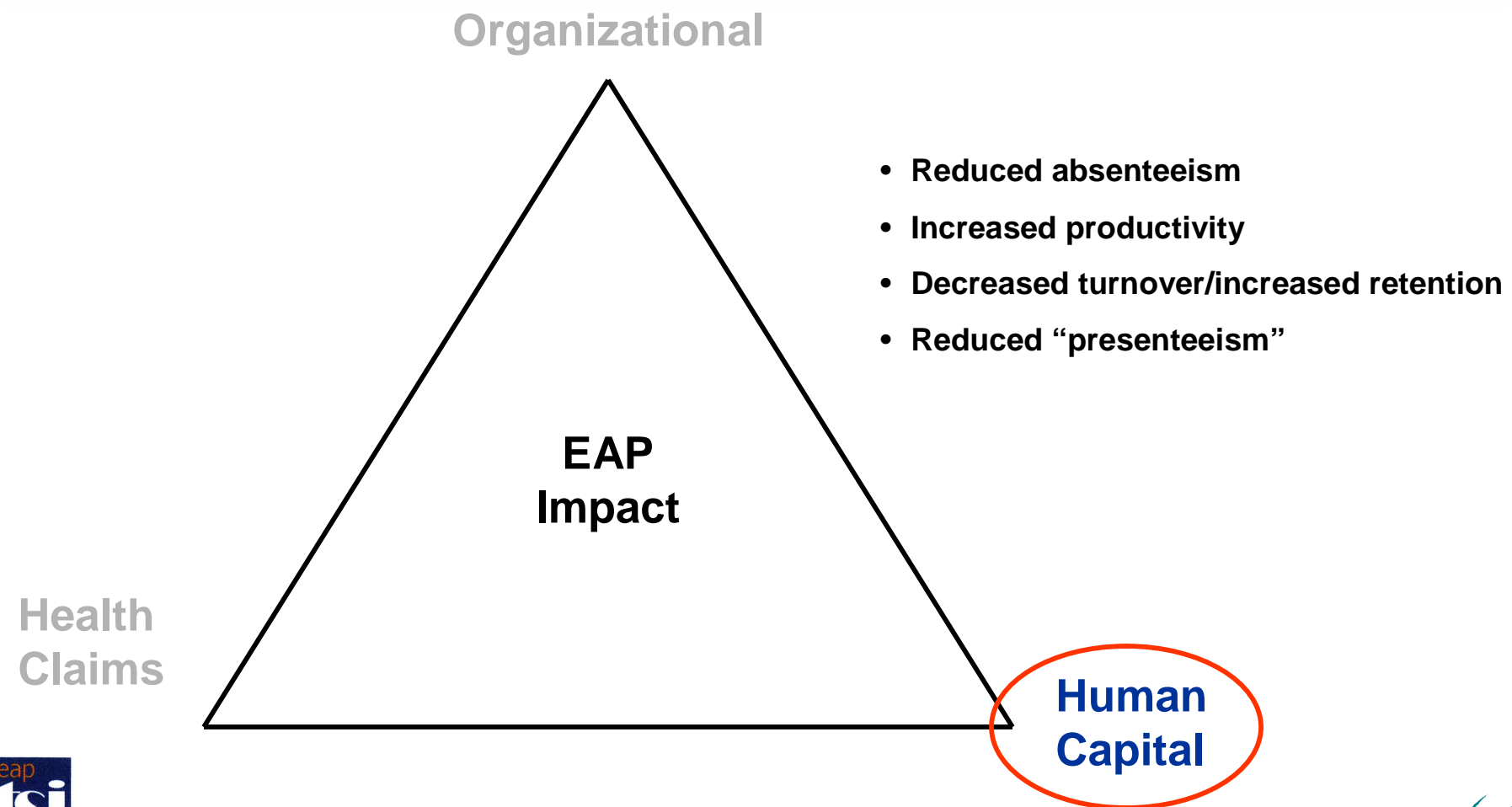
Attridge, Amaral & Hyde, 2003



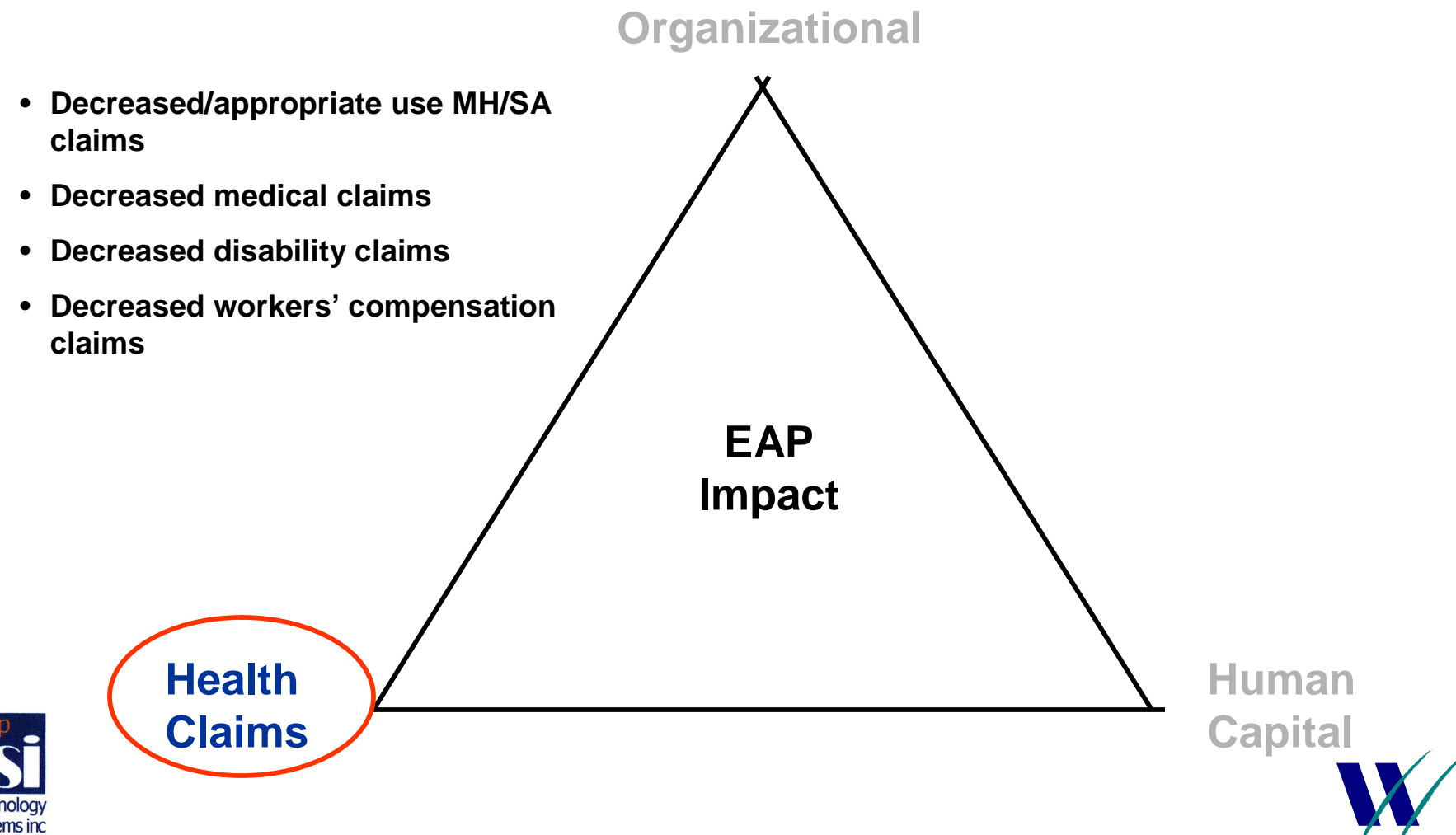
EAP Case-Related Services



EAP Impact: Human Capital Gains



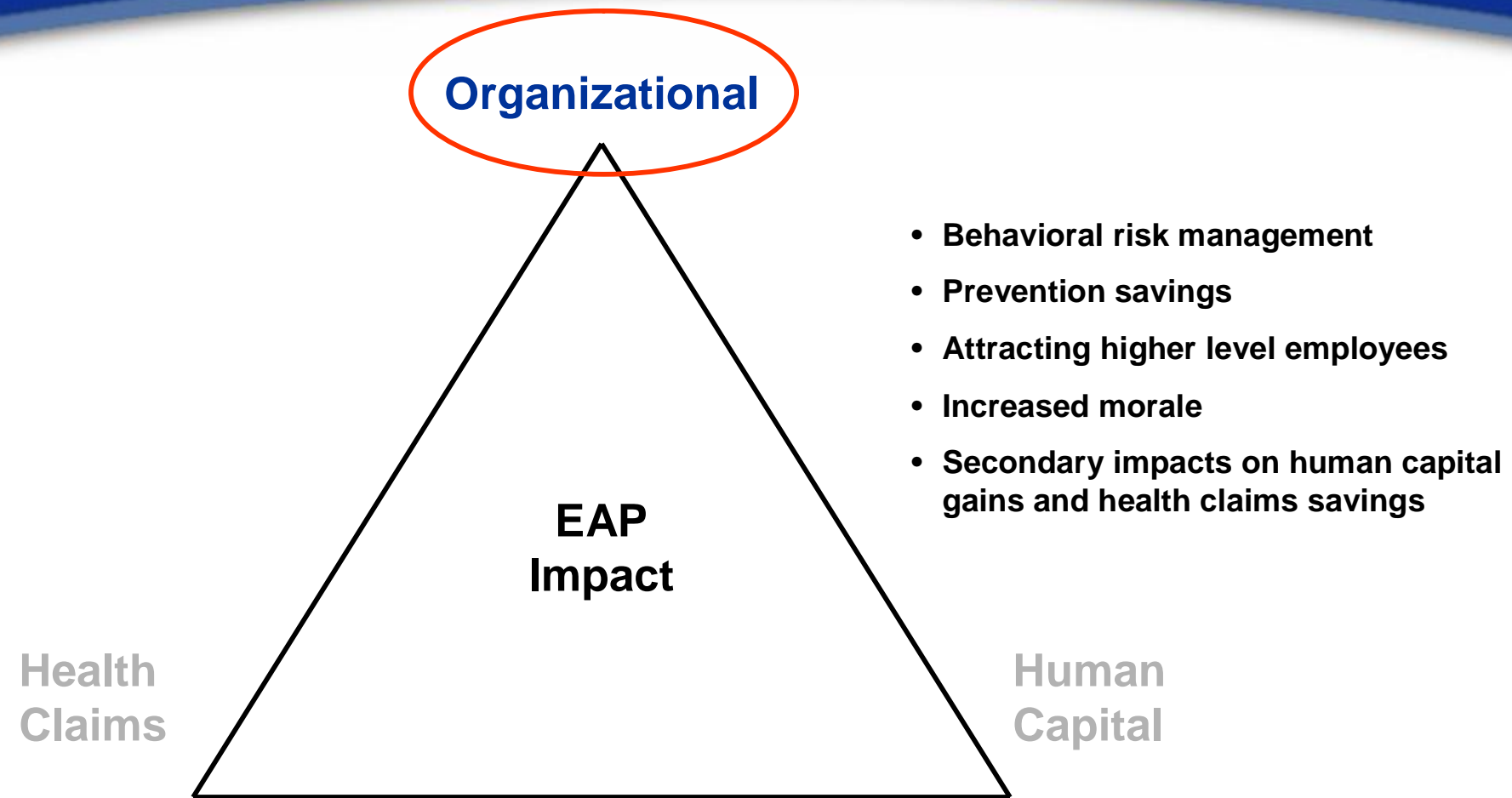
EAP Impact: Health Claims Savings



EAP Non-Case Services



EAP Impact: Organizational



EAP Effectiveness Research

- **Review of alcohol-based EAPs in US**
(Roman & Blum, 2002)
- **Review of 30 outcome studies in UK**
(McLeod & McLeod, 2001)
- **Follow-up data from EAP providers**
(FOH, Ceridian, Optum)

EAP National Outcome Study

Clinical Outcomes % Yes

Improved Health
& Well-being - 73%

Decreased Level
of Stress - 75%

Improved Daily
Life Activities - 67%

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Work Outcomes % Yes

Productivity Gain
= 72%
1-10 self-rating change:
before 4.7 vs after 8.2

Absenteeism Avoided
= 60%
2 work days saved

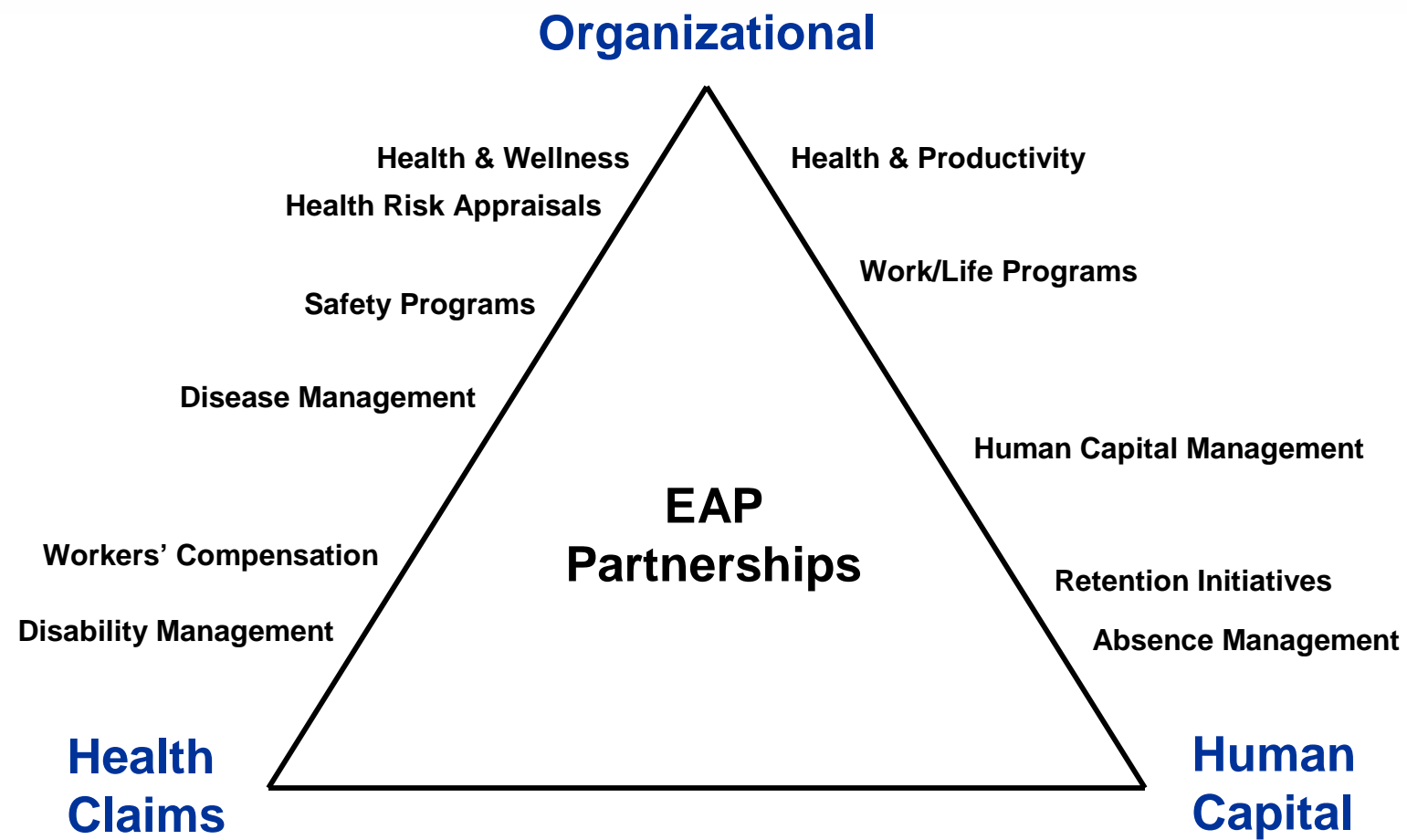


Part 2

Partnerships and the EAP Business Value Model



EAP Partners



EAP Partnership Types

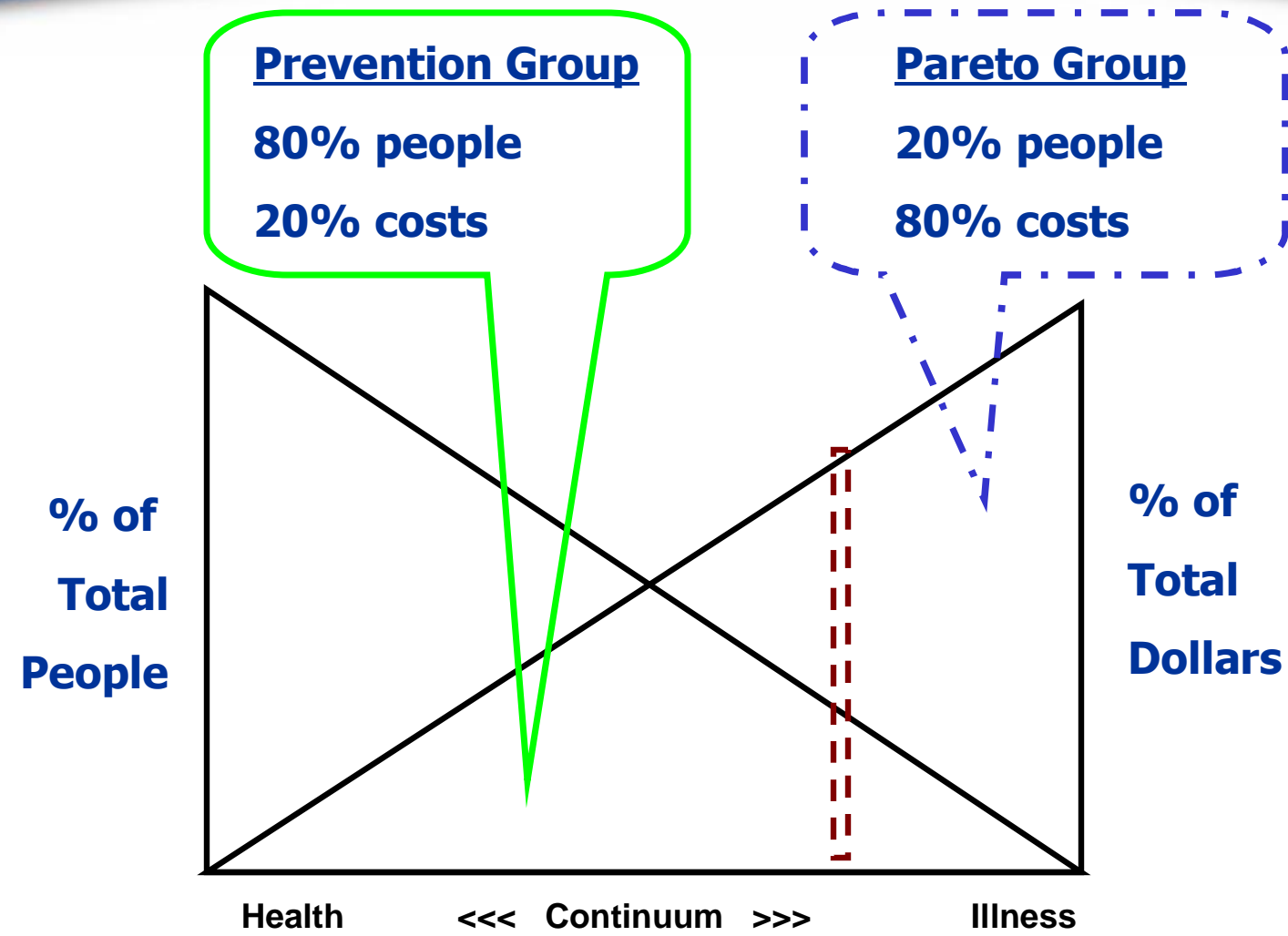
Two Basic Types of EAP Partners

Based on the

Health Care Cost Continuum



Population Health Management: One Year Snapshot

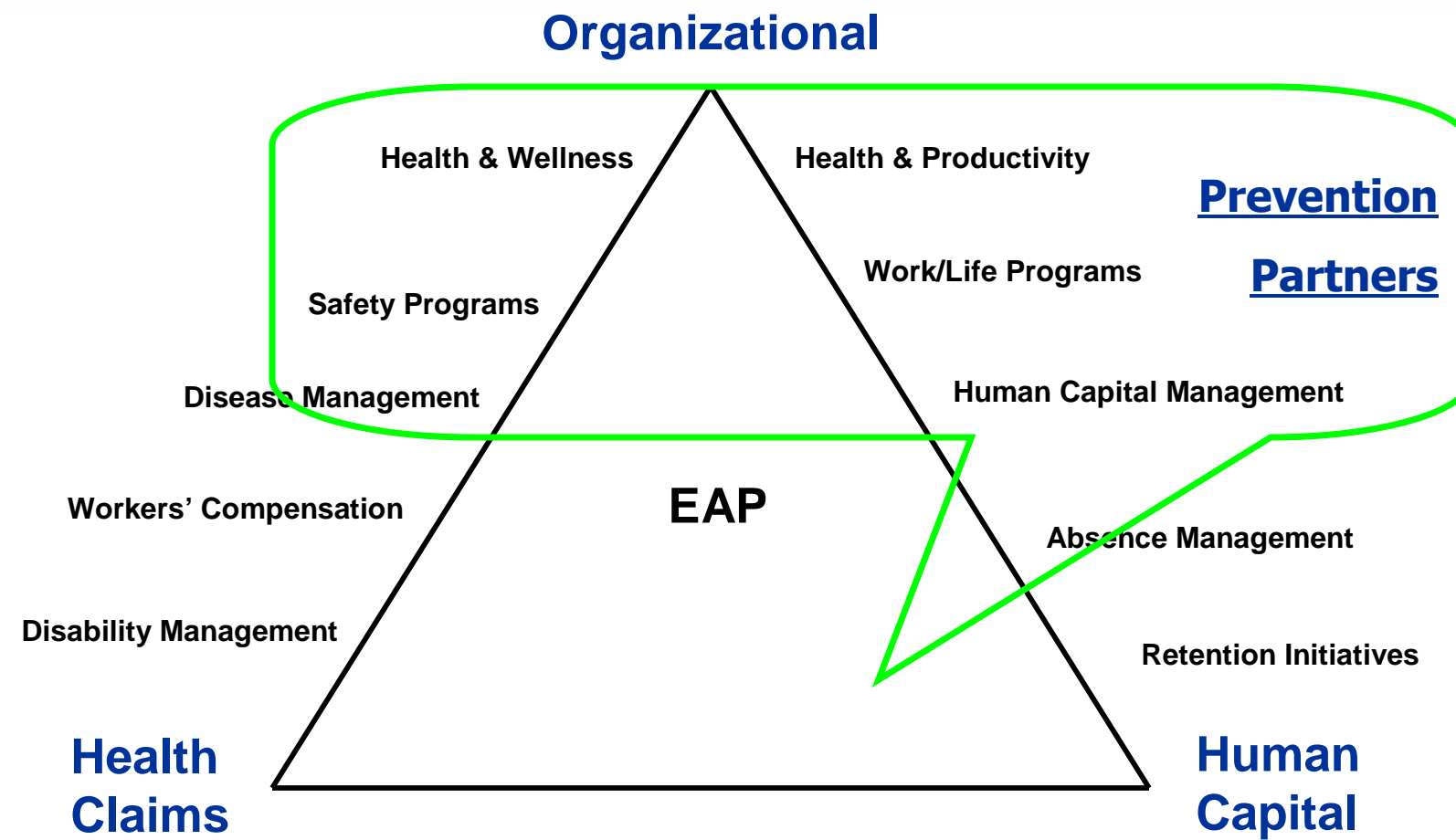


Prevention Partners

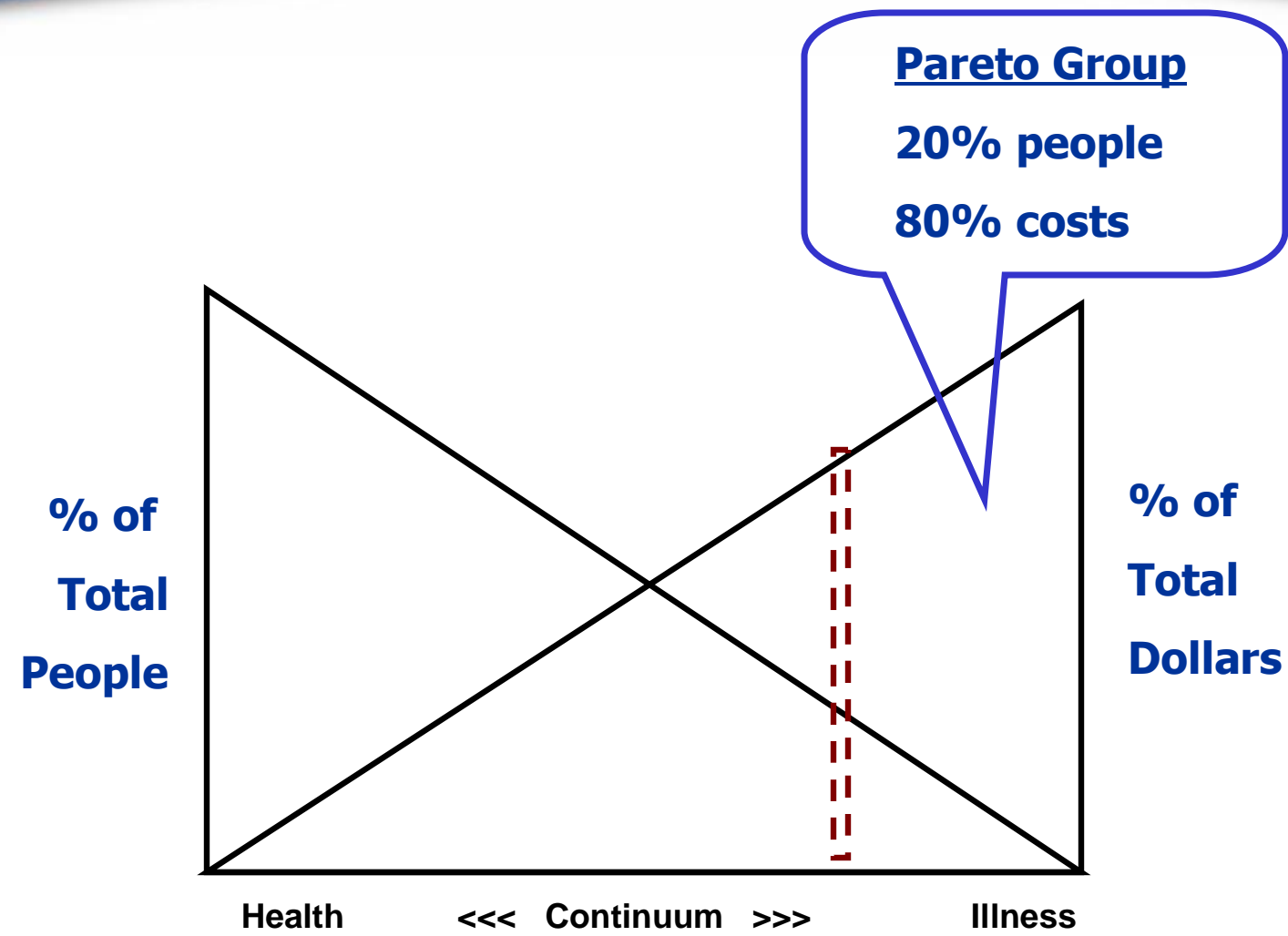
- **Educational, lifestyle behavior change and acute event management efforts for the large part of population who can become high cost in the future without appropriate assessment and early action**
- **Safety and Critical Incidents**
- **Wellness & Occupational Health**
- **Health and Productivity Management**
- **Work/Life**



EAP Partnerships: Prevention



Population Health Management: One Year Snapshot



Pareto Analysis at State of MN

Analysis of Health Care Claims Data:

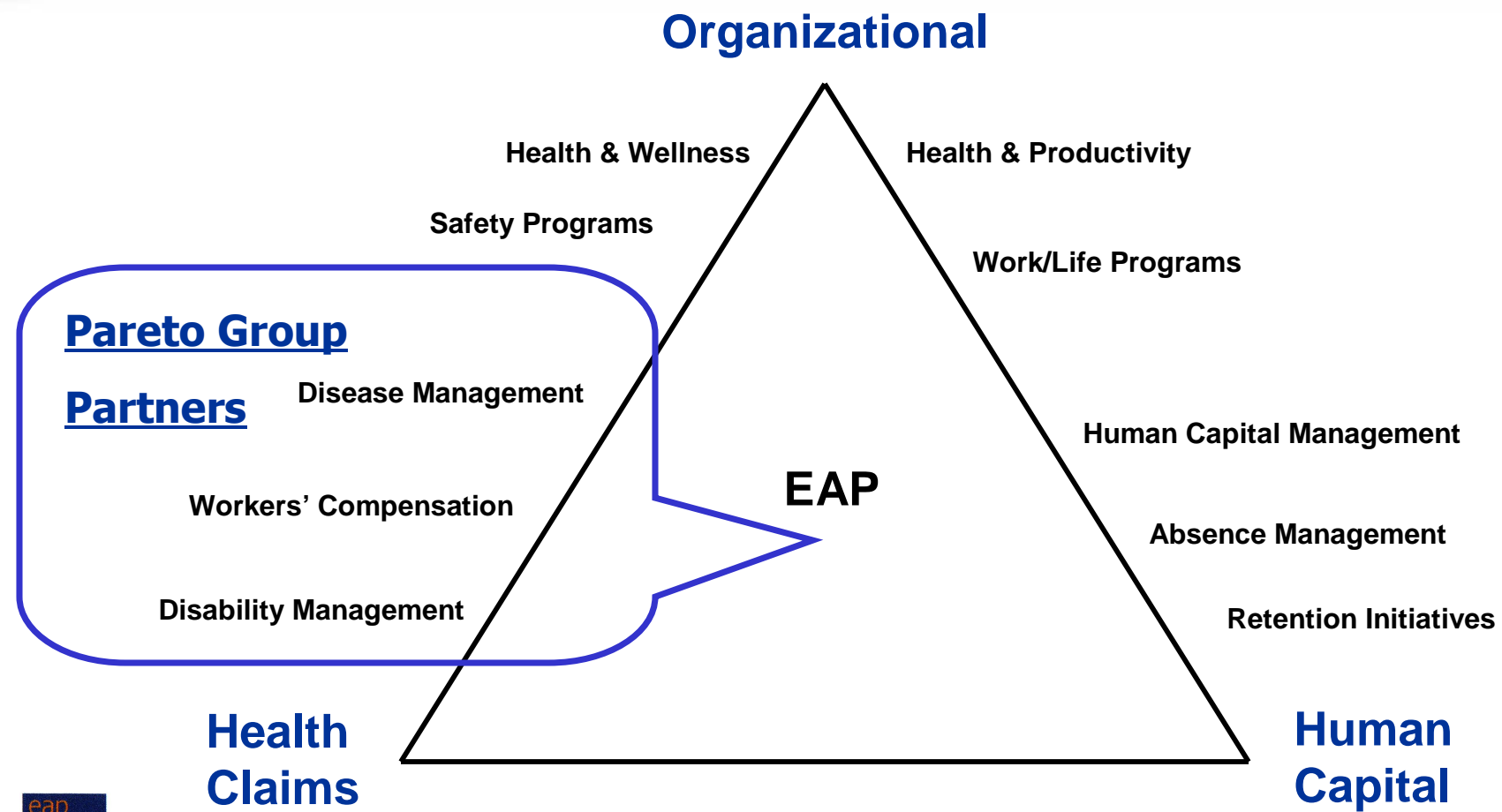
- **33% of members accounted for 70% of all costs**
- **These members had one or more disease states**
- **Most common high-cost diseases were asthma, diabetes, cancers, heart conditions, hypertension, cholesterol and *psychosocial* (depression, anxiety, substance abuse, psychosis)**
- **Behavioral health patients have 2.7 X avg. cost**
- **Anti-depressants were top drug (\$8M in 2003)**



Source: Birkland & Birkland (in-press JWBH)



EAP Partnerships: Pareto



Pareto Partners

- **High-risk case management and outreach efforts for the small part of population who already have high costs or are predicted to create the majority of costs**
- **Disability (STD and LTD)**
- **Workers/Compensation**
- **Disease Management – Medical**
- **Depression (as disease and as co-morbidity)**
- **Alcohol and Drug**





Part 3

Case Study Examples of EAP Partners



Journal of Workplace Behavioral Health

(Formerly Employee Assistance Quarterly – EAQ)

Special Double Issue of the Journal in 2005/2006

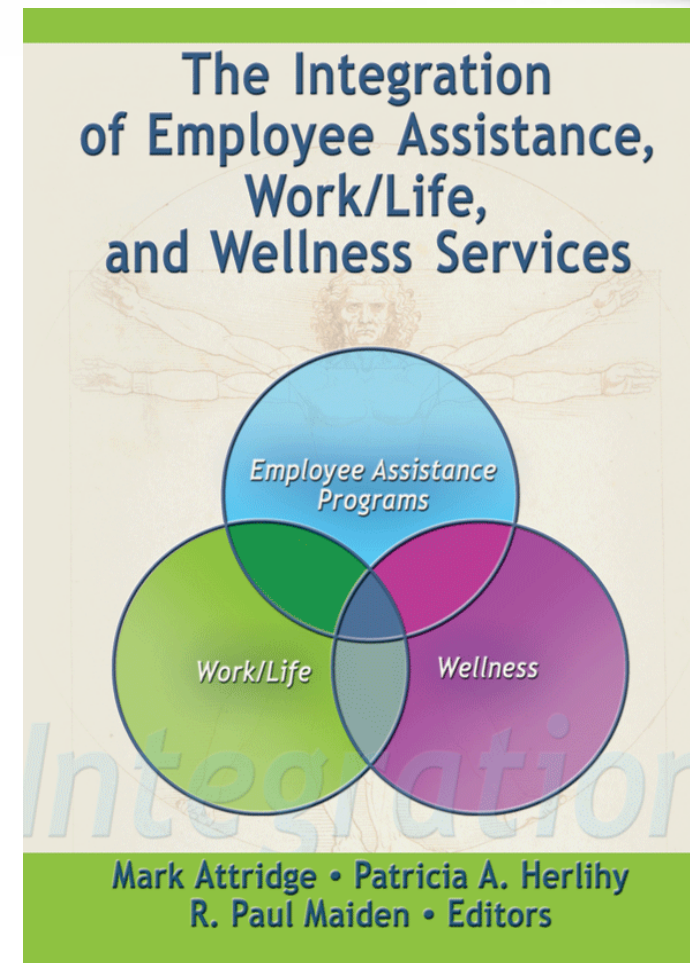
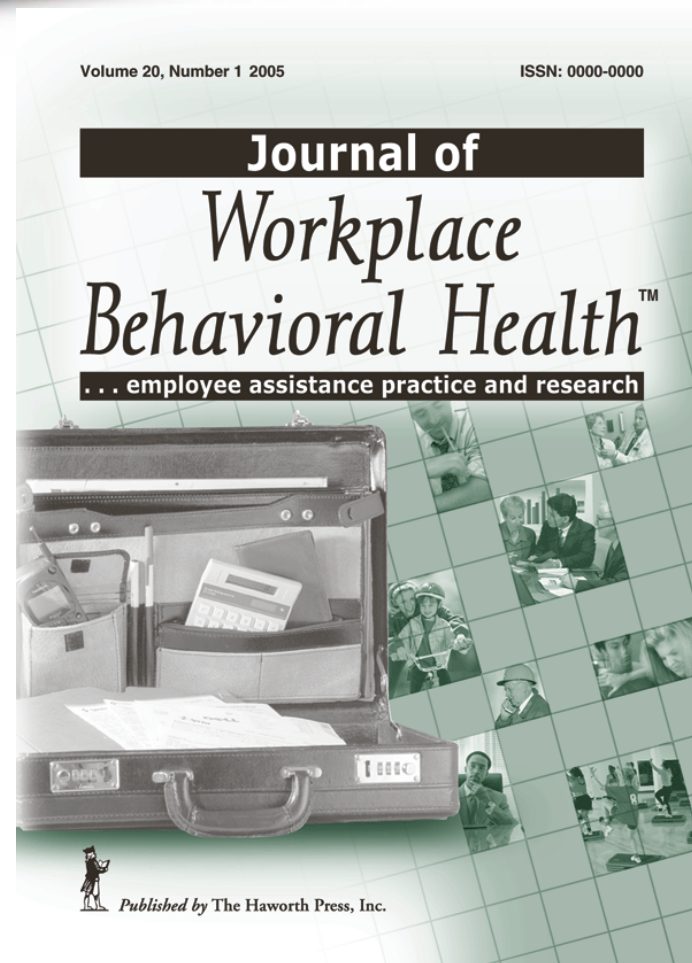
Also Published as a Book by Haworth Press in 2006

Integration of EAP, Work/Life and Wellness Services

Editors: Mark Attridge, Pat Herlihy and Paul Maiden



New Research on Integration



Ceridian

**Vendor: Integrated EAP, Work/Life and Health
Technological Sophistication**

EAP Partners:

Work/Life

Health Wellness

Customer Programs

HR Outsourcing

Special Projects:

Face to Face EAP model

Phone model

Web-based EAP:

Website Resources

Online clinical contact model

Voice Over Internet Protocol

Instant Messaging



Source: Kelly, Holbrook & Bragen (in-press JWBH)



FOH Federal Occupational Health

**Special Model: Sell Programs to 370+ other agencies
1.5 Million US government employees in 140 countries**

EAP Partners:

Work/Life

Wellness/Fitness

**Clinical (medical via
on-site MDs, RNs)**

Environmental Health

Special Projects:

Smoking Cessation

Crisis Response

Organizational integration via

- standing advisory committees
- task forces
- work groups



Source: Stephenson & Delowery (in-press JWBH)



Ernst & Young

Internal Director with External Vendors for EAP & Work/Life
100,000+ employees global / 23,000 US national

EAP Partners:

Corporate HR

**EAP Vendor = MHN
(Managed Health Network)**

W/L Vendor = LifeCare

Special Collaborative Projects:

Program promotion branding

Develop website resources

Account management

Operational practices & data



Source: Turner, Weiner & Keegan (in-press JWBH)



State of Minnesota

Mixed Model: Internal Staff and EAP Vendors

52,000+ employees at state government

EAP Partners:

Risk Management

Occupational Health & Safety

Workers Compensation

Disability

Case Management

Special Projects:

Cross referral of participants

Depression

Violence & Hostility

Organizational Consulting



Source: Birkland & Birkland (in-press JWBH)



Wells Fargo

Internal Model: Employee Assistance *Consultants*

146,000+ employees – US national and global

EAP Partners:

Corporate HR
Employee Relations
Corporate Security
Corporate Benefits
Employment Law
Disability
Risk Management

Special Projects:

Violence Free Workplace Training
MH/SA referral via EAC
Complex Case Management
**Critical Incident Response and
Emergency Preparedness**
Depression Awareness/Screening
Organizational Consulting



Source: Bidgood et al. (in-press JWBH)





Part 4

Implications

Implications

- **Partnership Basics**
- **Show how EAP helps drive up use of partner programs**

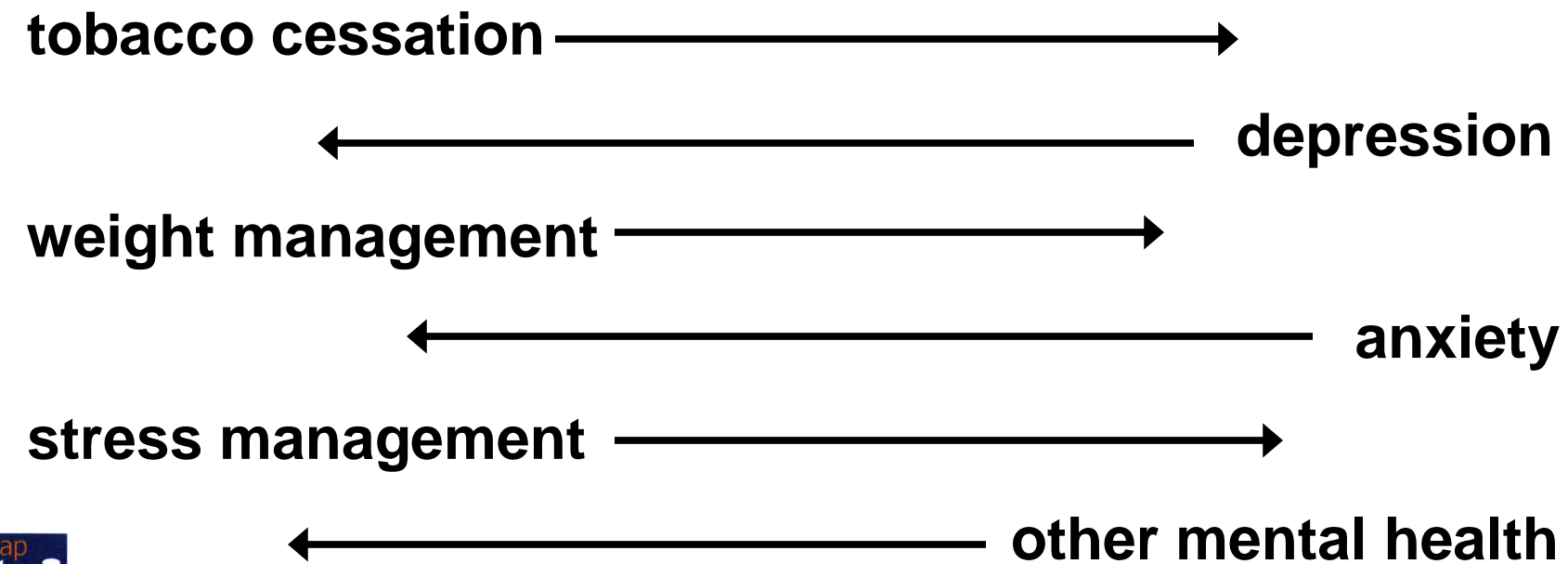
Value = additional referral case yield into other programs
– which adds extra events to their value model

Pfizer

Cross Referral between Programs

EAP

Wellness



Source: Mulvihill (in-press JWBH)



Implications

- **Partnership Advanced**
- **EAP Data in Integrated Databases**

Value = better data from non-EAP sources:

Administrative records of employee absence

Disability (STD / LTD) & Workers Compensation

Health care claims benefits



Fairview Health Services

Mixed Model: Fairview Alive! Integrated Program

13,000+ employees in Minnesota

EAP Partners:

Human Resources

Health Promotion

Occupational Health

Benefits

Watson Wyatt

Special Projects:

Depression

Cross Promotion and Referral

Award-winning Results:

Program use 3-year: 54% to 82%

EAP use: 4.3% to 5.9%

Decreased health risks

\$ Savings Medical, W/C & Absence



Source: Eischen, Grossmeier & Gold (in-press JWBH)



SUMMARY

EAP Business Value Model

Two Kinds of Partners

Case Examples

Implications



References

- Attridge, M., Amaral, T.M., & Hyde, M. (2003). Completing the business case for EAPs. *Journal of Employee Assistance*, 33(3): 23-25.
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- Roman, P.M., & Blum, T.C. (2002). The workplace and alcohol problem prevention. *Alcohol Research and Health*, 26(1): 49-57.