

Core Technology & What EAPs Look Like in 2011

Happy 40th Birthday EAPA!

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A Management Tool

Then

- Basic Supervisor & Management Training
- Consultation to Supervisors & Managers
- Conflict Resolution for supervisor-employee problems

Now

- Basic & Advanced Training
Intergenerational Mgmt
Goal Setting
- Consultation for Performance
Appraisals Cross Cultural
Communication
- Conflict Resolution – FFS
- Assessment of Behavioral Risk
- Fitness for Duty
- SAP services
- Organizational Development

Clinical (Employee) Services

Then

- Problem Assessment & Short Term Counseling (1-3 Sessions)
- After-Care Follow-Up
- Crisis Intervention & 24-hour Emergency Service
- Workplace Reintegration

Now

- Problem Assessment & Solution Focused Models (5, 6, 7, 12 or more sessions)
- Coaching for Personal & Professional Development
- After-Care Follow-Up
Disability Management
- Crisis & 24-hour service -In-House or through Insurance Based Program
- Workplace Reintegration Support Groups

Clinical Services (continued)

Then

- Critical Incident Debriefing (CISD)
On-Scene Support
Process Groups

Now

- Redesign of Critical Incident Stress Management (CISM)
Risk Assessment Teams
- Work/Life Programs
Childcare
Eldercare
Legal
Financial
Concierge

Wellness Programs

Then

- Basic Workshops
 - Supervisor Workshops – how to recognize problems, how to deal with them, how to do constructive confrontation
 - Alcohol & Drug for employees and supervisors
 - Basic Career Development

Now

- Full continuum of seminars
 - Employee Development
 - Manager & Supervisor Development
 - Family Life
 - Personal Development
 - Topics for Women
 - Health
 - Financial Education
 - Aging
 - Language Training
 - Outplacement Services

Joint Company/Union Program

Consultation with, Training of, and assistance to work organization leadership (managers, supervisors, and union personnel) seeking to manage the troubled employee, enhance the work environment, and improve employee job performance; and, outreach to and education of employees and their family members about the availability of EAP services

Then

- Alcohol in the Workplace
- Protect the member at all cost
- Work to maintain employment

Now

- Broad-brush focus
 - Mental health issues
 - Financial issues
 - Nuclear Family issues
 - Prescription Drug abuse
 - Peer Conflict resolution
 - What is best for the member
 - Joint Training of all EAP personnel
 - Confidential Intervention

Joint Company/Union Program

Confidential and Timely Problem Identification/assessment services for employee clients with personal concerns that may affect job performance

Then

- Role Delineation between Union and Company positions
- Both worked together to address the “worst” cases

Now

- Company and Union work together more effectively
- Training of Peer Coordinators increases
- Early Identification of problems
- Both parties play a role in follow-up to enhance success

Joint Company/Union Programs

Use of constructive confrontation, motivation and short-term intervention with employee clients to address problems that affect job performance

Then

- Peer EAP would “grab” the troubled member off the floor.
- Enabling was rampant
- Most efforts directed at alcoholic members

Now

- Joint efforts
 - Both groups work together to address broad issues
 - EAP intervenes earlier once a problem presents
 - Good guy/Bad guy can be used to get member to treatment
 - Joint efforts are more effective at motivating member to address problem

Joint Company/Union Programs

Referral of employee clients for diagnosis, treatment and assistance , plus case monitoring and follow-up services

Then

- Company EAP directed treatment and assistance
- Union EAP was not involved once the member was away from work
- Communication was poor

Now

- All parties work together
 - Company EAP assesses and refers in consultation with union EAP
 - Treatment is followed together
 - After-care (mental health and drug treatment) is coordinated and supported
 - Continuing care is given when needed

Joint Company/Union Program

Consultation to work organization in establishing and maintaining effective relations with treatment and other service providers and in managing provider contracts

Then

- Company EAP interacted with providers
- Union focused on work environment only

Now

- Consultation given for treatment and service providers
 - Company and Union EAP provide input to HR when developing provider network
 - Treatment followed jointly
 - After assessment, course of action is agreed upon
 - ALMACA/EAPA involvement of both parties

Joint Company/Union Program

Consultation to work organizations to encourage availability of and employee access to employee health benefits covering medical and behavioral problems including but not limited to, alcoholism, drug abuse, and mental and emotional disorders

Then

- Union would take member off of the floor and take to treatment
- Company EAP rep was gatekeeper of mental health benefits. Medical department handled medical needs

Now

- All EAP reps/coordinators have knowledge of benefits
 - Internet made access easier, more accurate and accessible at first point of contact
 - FMLA and it's evolution
 - Varying insurance plans
 - Reassuring member that accessing services was necessary/confidential/beneficial

Joint Company/Union Program

Identification of the effects of EAP services on the work organization and individual job performance

Then

- Crude efforts to measure effects
- Union resistance to being measured
- Antidotal results

Now

- Measurement is more standardized
 - There is better agreement on what to measure
 - There is still union resistance
 - Accountability is better defined
 - HR partnering is somewhat better
 - Performance measure in the workplace indicate EAP performance

Internal (“In-House”) EAP Models Clinical Services

Then

1. Short term counseling or assessment-referral – case management models
2. Resource development and referral for treatment
3. Supervisor consultation
4. Supervisor training

Now

1. Remains much the same
2. Trends: brief counseling vs referrals /Resource development aspects
3. Supervisor consultation on broader spectrum, not limited to an individual employee
4. Supervisor training, multiplicity & specialization of content to meet needs

Internal EAP Models

Employee Education/Wellness

Then

5. Education limited to few key topic areas
6. Brochures /newsletters
7. Focused on substance abuse and mental health problems – rather than prevention/wellness

Now

5. Education and training workshops for employees – wide range of topics and tailor designed
6. Increased info MC sites and through HR; EAP - Websites, e-mail, brochures, newsletters, part of orientations
7. Significant increase in promoting “wellness” in context of services to the organization and work groups re: workplace functioning.

Internal EAP Models Management Tool/

Then

8. Intention to influence company policy development
9. Workplace meeting facilitation
10. Consultation usually specific to an individual employee
11. CISD
12. Integration important – not as complex

Now

8. Integral part in policy development/implementation; input, facilitation, leadership, origination
9. Workplace meeting facilitations more common and varied
10. Consultation demanded for wide variety of workplace issues
11. CISM and crisis management
12. Full integration with HR, EEO, Risk Mgt, Security, etc.

Psychological Fitness for Duty (PFFD)

EAP Role and Function

- Design process w/ best practices and meet organization need
- Consultation for appropriateness of referral
- Case manage the process from start to finish
 - Employee relationship
 - Referral external evaluator
 - Review report and write summary to workplace
 - Coordinate with management/HR return to work plan/strategies
 - Treatment monitoring
- Recruit, screen external evaluators
- Train organization leadership on PFFD

Summary of “Now” - Significant Increase in demand for Consultation & Organizational Assistance

- Manager, Supervisor Consulting on individual, work group or broader issues
- Crisis management consultation and support to workplace
- Workplace violence reduction – including domestic violence
- Behavioral risk management
- Formal mediation services and conflict resolution
- Emotional Intelligence Coaching and Supervisor coaching
- Problem Solving
- Training and Education
- Meeting Facilitation
- Policy development consultation and support

External EAP Management Support

- Then
 - Consultation to Supervisors & Managers
 - Conflict Resolution for supervisor-employee problems
 - Basic Supervisor & Management Training
- Now
 - Government mandated polices & greater attorney participation in HR policies require a more nuanced and careful integration of EAP services into company policies.
 - Organizational Development Support

External EAP Clinical Services

Then

- Problem Assessment & Short Term Counseling (1-3 Sessions)
- After-Care Follow-Up
- Crisis Intervention & 24-hour Emergency Service
- Workplace Reintegration

Now

- Greater expectation for resolution within the EAP versus referral to insurance or other programs
- Increased number of Sessions (Up to 12)
- On-Scene Support & 24 hour emergency service

External EAP Wellness Programs

- Then
- Basic Workshops
 - Supervisor Workshops
 - how to recognize problems, how to deal with them, how to do constructive confrontation
 - Alcohol & Drug for employees and supervisors
 - Basic Career Development
- Now
- Advanced Workshops
 - With a Full continuum of Topics:
 - Work, Life, Finance
- Webinars
- Videos
- Web Library
- On-line Assessments
- Health Coaching (diet & exercise)

OD from The Core Technology

- “#1 Consultation with, training of, and assistance to work organization leadership (managers, supervisors, and union stewards) seeking to manage the troubled employee , enhance the work environment, and improve employee job performance;”
- “2. EAPs are designed to address workplace productivity issues;”

Organizational Support/Development from the EAP

Then

- Basic Training and Development – Supervisor, Drug/Alcohol
- Management Consultation
- Conflict Mediation
- CISD
- Workplace Reintegration

Now

- Executive Coaching
- Breakthrough Change
- Team Building
- Leadership Development
- Change Management
- Strategic Visioning
- High level training programs

Where do OD referrals come from?

- Management Consultation
- Training Requests
- Public Information
- Employees
- Inside Observation – In the case of Internal EAP
- Direct Referral (internal and external)
- Consulting and/or Trusted Relationship
- Union

What do we do and how do we do it?

- Conflict Resolution – Basic to Mediation
- Organizational Assessments
- Organizational Interventions - Organizational and Team Re-Alignment
- Leadership Development
- Executive Coaching
- Retreat Facilitation

ROI

- Financial Efficiency –E.G. This year over last year – Over \$ 1 million in Culture Change
- Cost of Turnover
- Potential Lawsuits
- Overcoming costly workarounds – E.G. \$500,000+
- HR/Management Time

The background consists of numerous overlapping, rectangular pieces of white paper. Each piece has a large, bold, black question mark printed on it. The papers are scattered and layered, creating a sense of depth and repetition. The text is centered over this pattern.

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