

E A N

employee assistance network, inc.

How EAP Serves *Your Company*

The EAP helps managers and supervisors effectively address employee productivity and job performance issues. It is an effective resource for behavioral health issues and reduces company exposure to litigation. By reducing long-term health care costs and improving employee productivity, the Employee Assistance Network will help safeguard your company's bottom line.

Your Company

- Support for Human Resources in dealing with employee problems
- Effective resource for employee behavioral health problems
- Improved employee morale
- Lower turnover and training costs
- Offers supervisor and employee EAP awareness training
- Reduce utilization of health benefits and workers compensation claims
- Compliance with State and federal Department of Transportation drug and alcohol testing regulations
- Services to companies with multiple locations throughout Western North Carolina and North America

How EAP Serves *Your Employees*

Your employees will view the Employee Assistance Network as a valuable resource and an advocate in assisting them in the identification and resolution of personal problems. In addition, the EAP is a reliable resource for information and serves as a link to helpful community-based resources.

Your Employees

- Free and useful services for employees and family members in the household
- Convenient and confidential
- Reliable resource for information
- Assistance in problem identification and resolution
- Links to both private and community-based services
- Provides wellness seminars and educational workshops

**Employee Assistance
Program (EAP)
and
EAP Core Technology**

**Employee
Assistance
Program
or EAP**

...is a worksite-based program designed to assist (1) work organizations in addressing productivity issues, and (2) employee clients in identifying and resolving personal concerns, including, but not limited to, health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance.

Employee Assistance Program Core Technology

...consists of seven components. These components combine to create a unique approach to addressing work-organization productivity issues and “employee client” personal concerns affecting job performance and ability to perform on the job. EAP core technology is:

- (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; and, outreach to and education of employees and their family members about availability of EAP services;
- (2) Confidential and timely problem identification/assessment services for employee clients with personal concerns that may affect job performance;
- (3) Use of constructive confrontation, motivation, and short-term intervention with employee clients to address problems that may affect job performance;
- (4) Referral of employee clients for diagnosis, treatment, and assistance, plus case monitoring and follow-up services;
- (5) Consultation to work organization in establishing and maintaining effective relations with treatment and other service providers, and in managing provider contracts;
- (6) Consultation to work organization to encourage availability of and employee access to health benefits covering medical and behavioral problems, including, but not limited to, alcoholism, drug abuse, and mental and emotional disorders; and
- (7) Identification of the effects of EAP services on the work organization and individual job performance.

Problem Resolution Counseling

Often day-to-day problems can be resolved in a brief number of sessions. During the initial visit our counselor helps identify the problem and the proper level of care needed. Requests for assistance that can be adequately resolved in five sessions or less will be handled by EAN staff. In some instances the number of sessions may exceed five as determined by the clinical judgment of the counselor.

Employee Orientation Program

On-site orientation programs are designed to inform employees of the services and benefits available through the EAN program. On-going orientation may be scheduled at intervals for new employees.

Assessment/Referral and Follow-Up

Confidential face-to-face assessment of the presenting problem by our experienced, masters level, licensed clinical staff. EAN maintains offices in Asheville, Hickory, Lenoir, Morganton, Hendersonville, Waynesville, Sylva and Franklin, N.C., with affiliate offices throughout North America. Employees and family members living outside Western North Carolina will be given the opportunity to receive services through contract affiliate staff at a location close to their residence. Every effort will be made to respond to covered individuals within the same quality service delivery as our local staff office. Emergencies will be responded to immediately.

24-Hour Emergency Service

Employees, family members, and/or management can access the EAN through our professionally-staffed 24-hour emergency service.

Management Consultation

Consultation is provided to all levels of management concerning corrective action to help resolve problems such as poor productivity, absenteeism, policy violations, fitness for duty, or departmental discord. Counselors are available for brief telephone consultations or in person for more in-depth discussion. The amount of consultation is unlimited.

Management initiated referrals will be scheduled within one working day of the request. Office hours are 8:00am-5:00pm Monday through Friday. Appointments may be made through our central scheduling system

by use of either our local or toll-free number. Employees or family members will be scheduled to be seen within three working days of their request. During the initial session the employee or family member works with our counselor to clearly identify the problem and establish a plan for further assistance.

Often, personal problems can be resolved with the help and guidance of our counselors at EAN without requiring outside referral. Personal problems that may require extended care or treatment by a specialist (i.e., major depression, panic disorders, addiction) will be referred to the most appropriate cost-effective resource. EAN maintains a provider panel of over 200 individuals, practices, agencies and support groups. Routine follow-up is provided for all referrals to ensure the employee or family member receives the maximum benefit from the assistance provided.

EAP SERVICE COMPONENTS

EAN

Employee Education Programs

Educational programs are provided to promote awareness and solutions to common workplace issues such as stress management, conflict resolution, coping with change and transition, effective communication, parenting issues, violence prevention, and dealing with substance abuse.

These programs may be integrated with an organizational wellness or risk management program.

Please see the enclosed workshop list.

Management Supervisor Training

Training modules teach managers and supervisors the concept of the EAN Program as a management tool to aid in the resolution of productivity issues. The focus is on documentation, identification, early intervention, and resolution of job performance problems. Handouts and audiovisuals are incorporated into the sessions. Training modules may be modified as necessary to meet the individual needs of managers and organizations. A minimum of three (3) hours training will be offered. However, during the initial contract year the amount of training required to establish a viable employee assistance program will be unlimited.

Program Evaluation and Utilization Reports

Critical Incident Debriefing/Post-Trauma Response

A counselor or team of counselors aid individuals, departments, and organizations in responding to workplace traumas such as threats of violence, serious injury, death, robbery, etc. that may seriously disrupt day-to-day functioning. EAN counselors have extensive training and experience in responding to workplace traumas.

Detailed statistical demographic reports reflect the overall impact of the EAP Program on the organization. EAN's account managers analyze reports and make recommendations to enhance the

utilization and impact of the EAP. Reports are provided on a quarterly or semi-annual basis.

Development of Organizational Policy/Procedure Statements

Assistance is provided in the development of an EAP policy and procedure statement that is compatible with your existing organizational style and human resources guidelines, (i.e., automatic EAP referral may be tied to an organization's absenteeism or drug-testing policy). Assistance is also available in the development of sexual harassment, violence prevention, and Drug Free Workplace policies as it relates to the EAP.

Communication/Awareness Plan & Materials

A specific plan is designed for each organization to inform and continually promote the EAP to all employees and family members regarding issues of confidentiality, accessibility, eligibility, and access to benefits.

Brochures are available for distribution to employees and family members which describe the EAP.

Posters are available for break areas which remind the employee of the program, office locations and telephone numbers. A display describing our services is available for health fairs.

Quality Assurance Program

The EAN requires all clinical staff and affiliates to have a minimum of a Masters degree in a human services field and appropriate licensure by the State in which they practice.

There is an ongoing internal case review process to ensure that each individual receives the most beneficial care possible. Each client company is assigned an identified account manager to serve as the conduit for communication, insure quality service delivery, and resolve any problems which might occur.

Indemnification & Professional Liability Insurance

The Employee Assistance Network staff are fully covered under general and professional liability insurance in the amount of one (1) million per incident/three (3) million aggregate.

Affiliate staff and members of our provider panel must maintain one (1) million incident/three (3) million aggregate.

On-Line Services

Looking for an innovative way for your employees to balance their lives? Want to offer your employees exciting solutions to day-to-day living - at home or in the office? Discover what EAN has in store for you!

EAN On-Line is an easy-to-access, online, education portal that has the tools, tips and resources to help your employees and their families live happier, healthier lives.

From information on health and emotional well-being to legal matters and personal growth, 24-hours-a-day assistance is only a click away!

Drawing from best-in-class contributors, such as Harvard Medical School, Nolo Legal Press and FinanCenter, EAN aggregates thousands of resources into an easy-to-access and easy-to-navigate website.

Frontline Supervisor

The Frontline Supervisor is a monthly newsletter designed to assist managers and supervisors in dealing with employee related issues. It gives supervisors tips and contains information on the supervisor's role and how to use the EAP as an effective tool.

See enclosed example.

Balanced Living

The modern world shows no signs of slowing down. Between your employer's schedule at the office and your kid's schedule at home, finding a little time for yourself is no easy task. We understand that you're looking for solutions to the hectic pace of day-to-day life. Our Balanced Living section is there to help. Learn how to give your children equal amounts of attention. Discover how to leave work issues at the office, before you bring them home. Explore ways to maintain relationships or reconnect with your loved ones. With the articles, tools, FAQs and additional resources found in the Balanced Life section, you'll have the power to put your life back into focus.

See example: https://eannc.personaladvantage.com/about/eannc/eannc_newsletter.htm

**Benefits Coordination
with Third Party
Administrators (TPA)**

An EAN account manager will coordinate plan implementation with the organization's TPA. Coordination will clarify the process of authorization for services; establish plan protocols; address issues of claims adjudication and interpretation in order to ensure appropriate and timely claims payment.

**Preferred Provider
Organization (PPO)
/Network**

EAN maintains one of the largest PPO's in the southeast with skilled professionals representing a variety of clinical disciplines to provide services at a negotiated rate. Panel members must meet EAN's credentialing and privileging criteria. Panelist include individual practitioners, large clinical practices, agencies and inpatient treatment centers.

**Benefit Consultation
& Design**

EAN provides consultation to organizations in assessing the effectiveness of the current behavioral healthcare plan. EAN assists in the development of a flexible plan design that allows for easy access and ensures quality service delivery with built-in barriers to cost overruns. Barriers against plan cost overruns are identified and implemented into the plan design. All recommendations will be consistent with organizational policies, insure quality service delivery consistent with community standards of practice, and comply with state and federal requirements.

Clinical Outcome Measurement

Clinical outcome and life skill improvement is measured by client report and the administration of the BASIS 32, a nationally recognized computer driven outcomes measurement program. Client satisfaction and productivity improvement are also measured.

Utilization Review/Case Management

Statistical Reporting

The EAN's highly sophisticated computer system generates customized reports that enable a thorough analysis of plan utilization. Statistical data may be used to analyze cost, diagnostic information, average length of treatment, average cost by diagnosis, etc.

EAN provides thorough management of behavioral healthcare benefits for access to inpatient or outpatient care. Management and services include precertification, authorization,

concurrent review, and continuing case management. Clinical decisions regarding appropriate level and intensity of care are guided by EAN's Level of Care Criteria with oversight by EAN's Medical Director, a Board Certified Psychiatrist.

Quality Assurance Program

EAN requires all clinical staff and affiliates to have a minimum of a Masters degree in a human service field and appropriate licensure by the state in which they practice.

Each counselor receives clinical supervision on a regular basis. There is also an ongoing internal case review process to ensure that each individual receives the most beneficial care possible.

Stress Management

This workshop can be adapted for either individuals or organizations. It is largely experiential in teaching relaxation techniques and in providing opportunities for employees to evaluate ways to reduce stress in their personal and work lives.

Managing Change

In today's world, that old saying "the only thing constant is change" is more true than ever. Rapid and major changes occur both in our personal lives and in the organizations where we work. Understanding the change process, our personal responses to change and strategies for change management is the focus of this workshop. Either a video or experiential format is available.

Understanding Substance Abuse

This program takes a look at the various drugs of abuse and focuses on the concept of addiction. Participants will gain a greater awareness and understanding of substance abuse as it relates to individuals, families and co-workers. This workshop explores the question of how do you help someone who doesn't want help.

Communication Skills

Communication difficulties often develop because we don't know how to listen to one another effectively before responding. Fortunately, listening is a learned skill and this workshop begins with the fundamentals, in an effort to help employees decrease communication difficulties in the workplace.

Conflict Resolution

Differences in opinions and goals need not end in anger when participants have tools for resolving problems in win-win ways. This workshop provides experiential activities along with descriptions of conflict resolution styles. It stresses the element of choice each person has in determining outcomes of conflicts.

You and Your Aging Parents

Life at home can certainly impact workplace performance. Many employees belong to the "sandwich" generation and try to juggle caring both for their children and for their parents. This workshop focuses on some of the difficulties they face and provides a list of community resources that may be supportive to them.

Grief & Loss

In the rapidly changing environment, loss at many levels is encountered almost daily. Understanding the emotional impact and learning to handle feelings appropriately can noticeably reduce the impact of loss on workplace performance, whether the loss is personal or an event that actually occurs in the workplace.

Positive Parenting

Introduces the concept of a proactive versus reactive parenting style. Workshop explores the questions of what kind of children we want to raise and how to encourage specific qualities.

Parenting Through Divorce

Explores children's perceptions of divorce, what they need and how parents can nurture them and reduce negative effects of the breakup of the marriage.

Sexual Harassment Awareness

Sexual Harassment, Whose Problem Is It? In the workplace, it's everyone's concern. Many employees are unclear about what actions may be considered as harassment. This workshop gives clear examples and definitions. It is particularly helpful in supporting managers who need to know when and how to take action.

Violence In The Workplace

An ounce of prevention is worth far more than a pound of cure when it refers to the threat of violence in the workplace. The employer who has a plan in place for handling highly sensitive situations is far less likely to be the target of any threats or actual violence. This workshop aims to assist particularly managers in recognizing and responding immediately and appropriately to potential violence. The focus is sources of violence both from within and without the workplace. This workshop can be a major step in helping a company develop a workable violence prevention plan and/or threat assessment team.

Defusing Anger

Many high conflict or even potentially violent situations in the workplace can be avoided by understanding how anger works and when to intervene in order to reduce the intensity of feelings. Understanding one's own anger triggers and learning to listen responsively rather than reacting are stressed in this workshop. Particularly helpful for "frontline" employees.

Boundaries in the Workplace

Many workplace difficulties arise when there is not a clear understanding of the differences in the many roles each of us play in our lives. This workshop clarifies some of those distinctions and uses role plays to assist participants in understanding how to set better boundaries more gracefully.

Other workshops available such as: Gossip in the Workplace; Confrontation; Customer Service and Dealing with Difficult People.

Time Management

Handling daily stress and constant change can be easier with skills taught in this workshop. Learning to prioritize and create a balanced personal lifestyle can improve work performance.

Surviving A Divorce

With the frequency of divorce and the reblending of new families, the workplace is often host to the multiple complexities of juggling family stressors and difficulties. This workshop provides some understanding of the emotional process of divorce and its impact on every aspect of a person's life. Self-care issues, maintaining boundaries, and leaving personal problems at home are all addressed.

Making Work Fun

This workshop, based upon the vision of the Pike Place Fish Market in Seattle, Washington, will introduce you to ideas you can implement at your place of work that make work fun. The philosophy of the Pike Place Fish Market goes beyond simply having fun to how to make your customer service truly world-class and creating a work environment where people, employees and customers alike, want to be there.

Managing Winter Blahs

Winter doesn't need to be BLAH! Review the challenges that winter brings and learn effective ways to cope more effectively and prevent "the blahs."

Cultural Diversity

The face of America is changing, and the pace of that change is increasing every year. In this workshop you will be provided with thoughtful tips on how to accommodate the increasingly diverse workforce in a manner that is respectful to others and yourself. Studies have shown that companies that are actively aware of the issues of diversity are more productive and profitable than those that are not.

Problem Solving

Problem solving is made simple for participants through learning techniques to help conquer difficulties. Participants learn to identify when problem solving is needed and how to develop a plan of action for applying problem solving as a group or individual.

ENDORSEMENTS FOR EAN

EAN

Grove Park Inn

"One of The Grove Park Inn Resort & Spa's most treasured values is that of "family." Our employees make the difference of whether or not our organization succeeds or fails. We encourage an environment of nurturing and support and endeavor to find whatever avenues possible in assisting our employees in balancing their work/family lives."

"tremendous support by sharing professional and confidential services to our employees when they encounter work or family problems. We consider EAN an extension of our Grove Park Inn Resort & Spa family."

**Craig Madison, VP & General Manager
Grove Park Inn Resort & Spa**

"The Employee Assistance Network has offered our organization tremendous support by sharing professional confidential services to our employees when they encounter work or family problems. We consider EAN an extension of our Grove Park Inn Resort & Spa family."

Craig Madison, Vice President & General Manager
Grove Park Inn Resort & Spa

Macon Bank

"Macon Bank would like to express its appreciation to EAN. We have found the EAN to be extremely helpful in providing confidential and professional counseling services to our employees and their families. EAN has assisted our employees with services ranging from marital to financial counseling."

"the Employee Assistance Network serves a great purpose in protecting and consulting in situations that could lead to employer liability and/or litigation."

Everett Stiles, President
Macon Bank

"Additionally, EAN serves a great purpose in protecting and consulting with Macon Bank in situations that could lead to employer liability and/or litigation. It is unusual to find an organization that protects the interests of the employees as well as the interests of the employer. We are very grateful for EAN's services. Thank you for assisting Macon Bank in supporting its greatest asset...its employees."

Everett Stiles, President
Macon Bank

Pardee Hospital

"Healthcare is a very intense service industry. At Pardee Hospital in Hendersonville, NC, we have over 1300 employees providing care to people who are often in their most critical time of need. It is a stressful role for all, whether they work in dietary or ICU. We have worked with EAN since 1993 and have over 300 employees or family members who have been served through their confidential services.

Helping our employee cope while they help their patients is an important function that EAN provides to us."

Bob Goodwin, President/Chief Executive Officer
Pardee Hospital

Mission Hospitals

"EAN feels almost like family to Mission/St. Joseph's. Ready, willing and responsive to serve whenever they are needed. Without our EAN, many of our staff members would be facing crisis in isolation, not knowing where to turn. This often reflects itself in job problems, legal problems, you name it, and helps them get back on track with their work and life. EAN has also been very flexible in dealing with employees with special needs. After September 11, EAN staffers were on hand to help our staff members cope with the grief of the tragedy. They are also available when we need them for training, conducting seminars on stress management, credit counseling, and other topics. We are very fortunate to have the EAN as part of our caregiving team."

Bill Mance, Former Vice President of Human Resources
Mission Hospitals

Biltmore Estate

"Biltmore Company prides itself on offering our employees the best benefit in the hospitality industry in WNC. A vital part of that benefits package is an employee assistance program, and we are delighted with the quality service our employees receive through EAN. On those occasions when our employees may be experiencing some challenges at home, in their personal lives, or at work, we feel confident suggesting EAN and their trained counselors. Whatever the issue, EAN staff have the training and the understanding to help our employees address their problems and get back to feeling good about themselves."

Ann Ashley, Vice President of Human Resources
Biltmore Company

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The Frontline Supervisor

Helping You Manage Your Company's Most Valuable Resource – Employees

PUBLISHED AND DISTRIBUTED MONTHLY

- ❑ **Our company just acquired an EAP. I don't see how it makes my job easier because it appears to add one more thing I have to do when managing my employees—make supervisor referrals. Can you explain how an EAP makes it easier for supervisors?**

EAPs take away an historic step in the supervision process, long considered difficult to escape—involvement with the problems and issues of troubled employees. Some supervisors may have avoided direct involvement in personal problems of troubled employees before EAPs. However, the more valuable or skilled the employee, the more tolerance is naturally shown by the supervisor, and the more likely the involvement in personal problems. Regardless, few supervisors avoid tolerating delays in acceptable performance, frustrating absenteeism and tardiness patterns, judging the acceptability of excuses, and suffering with the cycles of broken promises along with your stress, making it possible for you to focus on the basics of your essential purpose—managing productivity.
- ❑ **In supervisors' training I learned that one of the benefits of EAPs is their ability to reduce the use of healthcare dollars. They said this helped in managing care. What does this mean since our insurance uses a separate managed care company?**

The direct service function of EAPs saves money by helping employees get to the right source of help at the right cost. EAPs help employees identify the key problem causing their concern or symptoms. The more defined the problem, the more potential for savings. This benefit is a selling point for EAPs. The term “managed care” was coined in the 1980s to describe many types of services that together control healthcare insurance costs. These services are often bundled by managed care companies. Since EAPs have always had a role in helping control such costs, the term “managed care” is sometimes used to describe this benefit because it is more commonly understood. EAPs vary in their roles in helping reduce healthcare costs, and EAPs usually provide cost-benefiting services that managed care companies can't. This is a good reason for managed care and EAP firms to cooperate with each other.
- ❑ **I understand and appreciate the EAP's role, but aren't some employees simply poor performers? Certainly, poor performance can't always be explained by a personal problem that can be counseled or treated.**

Not all employees with performance problems have a treatable personal problem to explain it. On the other hand, something always explains poor performance. Inability to perform to standards can be caused by health/life problems, attitudes, beliefs, qualifications and aptitude, lack of knowledge and experience, or even environmental factors. Some of these can be difficult to identify, but any could be considered a “personal problem.” The question, “Can some intervention occur to help an employee with a performance problem meet required standards?” It is the EAP's job to help answer this question. Some supervisors who can't identify a clear personal problem jump quickly to conclude that a deficient work ethic, or other unshakable character trait not amenable to corrective action, explains the performance problem. A critical task is to avoid this conclusion at the expense of not making an EAP referral that could have worked.

- ❑ **Sometimes employees have such unusual needs that I doubt the EAP can help them. I know there are many community resources, but some problems require such unusual solutions that resources probably don't exist, correct?**

Employee assistance professionals are continually researching and finding services to meet a wide variety of employee and family needs. Some useful services are indeed unusual and hard to find, but once discovered become part of the EAP's base of knowledge for making referrals. Lack of funds cause many small agencies and obscure resources to rely strictly on word-of-mouth advertising; many of them are therefore virtually unknown to the general public. However, employee assistance professionals may be well aware of them. The rule of thumb is never to assume that a resource does not exist for a unique employee problem. This will keep you from hesitating to refer to the EAP when employees present unique personal problems as explanations for ongoing performance problems.

- ❑ **Can supervisors consult with EA professionals on general supervision questions in addition to the traditional consulting they provide on managing troubled employees and referring them to the EAP?**

Over time, EA professionals develop a broad base of knowledge of effective supervision practices, including resolving problems of poor motivation, low morale, staff conflicts, and other performance management and supervision problems. EA professionals may be one of the most knowledgeable groups of experts on improving employee productivity, although this strength is less mentioned in traditional business literature than their helping role. The International Association of Employee Assistance Professional's official definition of an EAP acknowledges this capability. Depending on training and experience, the EA professionals in your organization can be an excellent source for helping you find solutions to tough supervision problems. Remember that EA professionals do not direct or approve supervisor decisions or administrative actions, so it is important to own your decisions and their outcomes.⁶

If you have these or other questions or concerns regarding supervision of your employees, please feel free to contact the Employee Assistance Network at 1-800-454-1477 or (828) 252-5725. You may also check out our website at: www.eannc.com.

NOTES:

Information contained in "The Frontline Supervisor" is for general information purposes only and is not intended to be specific guidance for any particular supervisor or human resource management concern. For specific guidance on handling individual employee problems, consult with your Employee Assistance Professional. Copyright ©2007 by "The Frontline Supervisor."

Employee Assistance Network

Professional Assistance in Total Confidentiality

For You or Your Family When There's a Personal Problem

What is an EAP?

It is a program that provides confidential and professional assistance to help resolve problems that are affecting you or your family.

Why an EAP?

All of us have problems from time to time. When a personal problem makes life difficult, it can also lead to difficulties at work. The EAP is designed to help employees before their personal problems become work problems.

What kind of problems?

- Stress
- Tension
- Family
- Work
- Alcohol/drugs
- Depression
- Financial pressures
- Sleep difficulties
- And others...

Who can use the EAP?

Employees and their families (immediate members of the household) can use the EAP on a self-referral basis. Employees may also be referred by their supervisors when personal problems affect job performance.

Is it confidential?

YES – Confidentiality is a vital part of your EAP. Your employer will not know that you have requested assistance without your permission. No records related to counseling will be placed in your personnel file, nor will promotion or transfer opportunities be affected if you use the program.

What happens when I go to the Employee Assistance Program?

You talk with a certified, licensed professional about your problems. After careful consideration, you and the counselor will establish a plan for further assistance. Sometimes knowing where to turn for help can be difficult, but through the Employee Assistance Program, experienced professionals are available to help you or members of your family with a variety of concerns. When you understand your problems and the resources available, you decide if you want help. **The decision is yours.**

How much does it cost?

Your employer has prepaid the cost of the initial evaluation and brief counseling session(s). If further counseling is recommended, additional costs are the responsibility of the employee, but will usually be covered by your health plan.

Why wait?

The best time to seek help for a problem is before it begins to affect your well-being at home or on the job.

How do I use the EAP?

If you or members of your family are experiencing family, emotional or other problems, please call the Employee Assistance Network to make an appointment with one of our qualified professionals.