

# **Tools for Demonstrating the Value of EAPs:**

**The EASNA 2009 Purchaser's Guide,  
Industry Resources, and Accreditation**

Presented at the 21st Annual Institute of the  
*Employee Assistance Society of North America*  
May 7, 2009 Denver

**Dr. Mark Attridge – Ellen Tanenbaum – Debra Wolinsky  
Sean Slater – David Goehner  
Moderator: Dr. Diane Stephenson**

# Outline for Today

Minutes	Area	Topic	Speaker
20	Part 1	<b>Purchaser's Guide</b>	Mark
10	Part 2	<b>Industry Resources</b>	Mark
	Part 3	<b>Accreditation</b>	
10	A	Basics from COA	Ellen
10	B	Case Example – Interlock/PPC	Debra
10	C	Case Example – Ceridian Canada	Sean
10	D	Case Example – NEAS	David

Plus 20 minutes at the end for interactive discussion with audience

# Part 1

## EANSA's Purchaser's Guide to EAPs 2009

by Mark Attridge

# ABOUT THE SPEAKER

## **Mark Attridge**

President of Attridge Consulting, Inc.

Based in Minneapolis, Minnesota, USA

In private practice for consulting on research and measurement aspects of EAP and workplace health

Past work with Watson Wyatt Worldwide and Optum

Member of EASNA Knowledge Transfer and Research Committee

Past Chair of EAPA Research Committee

Written over 100 papers and conference presentations

Ph.D. in Psychology from University of Minnesota

M.A. in Communication from University of Wisconsin

# EASNA's 2009 Purchaser's Guide to EAPs

*Selecting and Strengthening  
Employee Assistance Programs:  
A Purchaser's Guide*



**Selecting and Strengthening  
Employee Assistance Programs:  
A PURCHASER'S GUIDE**

**A Special Report**

*Employee Assistance Society of North America*

**2009**

# Contributors to the Guide

Mark Attridge  
Tom Amaral  
Tom Bjornson  
Eric Goplerud  
Patricia Herlihy  
Tracy McPherson  
Rich Paul  
Sandra Routledge  
Dave Sharar  
Diane Stephenson  
Lisa Teems

With editorial review by the EASNA Executive Board

# Major Parts to the Guide

Part 1 – The Case for EAP

Part 2 – How to Select an EAP

Part 3 – How to Strengthen an EAP

Appendices & References

58 pages total

# Part 1 of the Guide – The Case for EAP

Why Are EAPs Needed?

What Are EAPs?

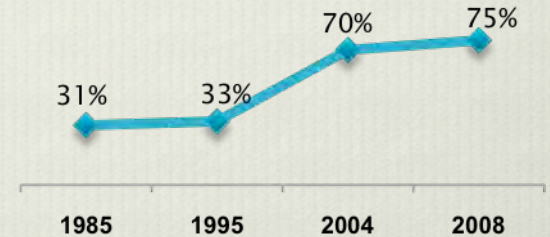
What Do EAPs Do?

How Many Organizations Provide EAPs?

How Effective Are EAPs?

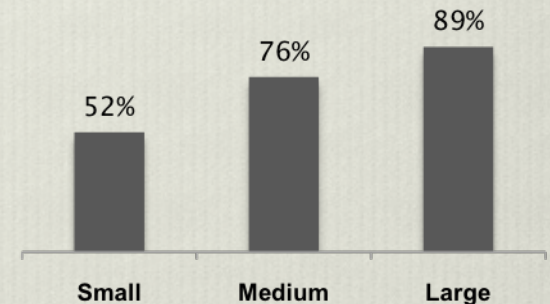
What is the ROI for EAPs?

U.S. Companies with EAP by Year



SOURCE: Society for Human Resources Management. (2008). *2008 Employee Benefits*.

Have EAP in 2008 by Size of Company



# Part 2 of the Guide – How to Select an EAP

## Kinds of EAPs Services:

Individual – Managerial – Organizational – Administrative

## EAP Delivery Models:

Internal – External – Blended – “Free EAP”

## Understanding Utilization:

Reports & 3 Rates: Clinical Cases, People, Activity

## Pricing Options:

Capitated – Use-based – P4P – Fees at-risk

# Part 2 of the Guide – How to Select an EAP

CONTINUED:

The EAP “Core Technology”:

Work-focus – Managers – Linkages - Alcohol

Professionalism:

Ethics - CEAP for individuals – COA for programs

EAP Network Affiliates:

Availability – EAP focus – CEAP – # Session Limits

Selection Tools:

Request For Proposal (RFP) – External Audit

# Part 3 of the Guide – How to Strengthen an EAP

## **Effective Implementation:**

Leadership support

Company policy

Utilization targets

Promotions

Internet

Manager Trainings

# Part 3 of the Guide – How to Strengthen an EAP

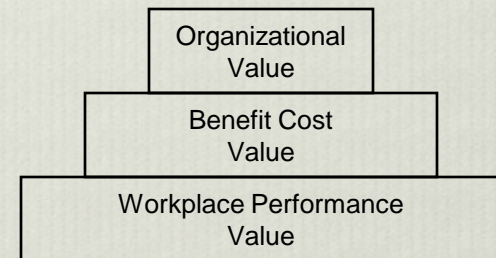
## **EAP Business Value Model:**

Workplace Performance Outcome Areas

Benefits Costs Areas

Organizational Areas

### **EAP Business Value Model**



# Appendices in the Guide

Brief History of EAP, Work-Life, Wellness

Resources – Reports and Publications

Resources – Organizations

Sample RFP Questions

Sample Audit Questions

Glossary of EAP Terms

## Part 2

# Top 10 Industry Resources on the Value of EAP Programs

by Mark Attridge

# Industry Resources – Reports and Organizations

The Guide lists 13 recent reports that are supportive of EAP and workplace mental health (with website addresses)

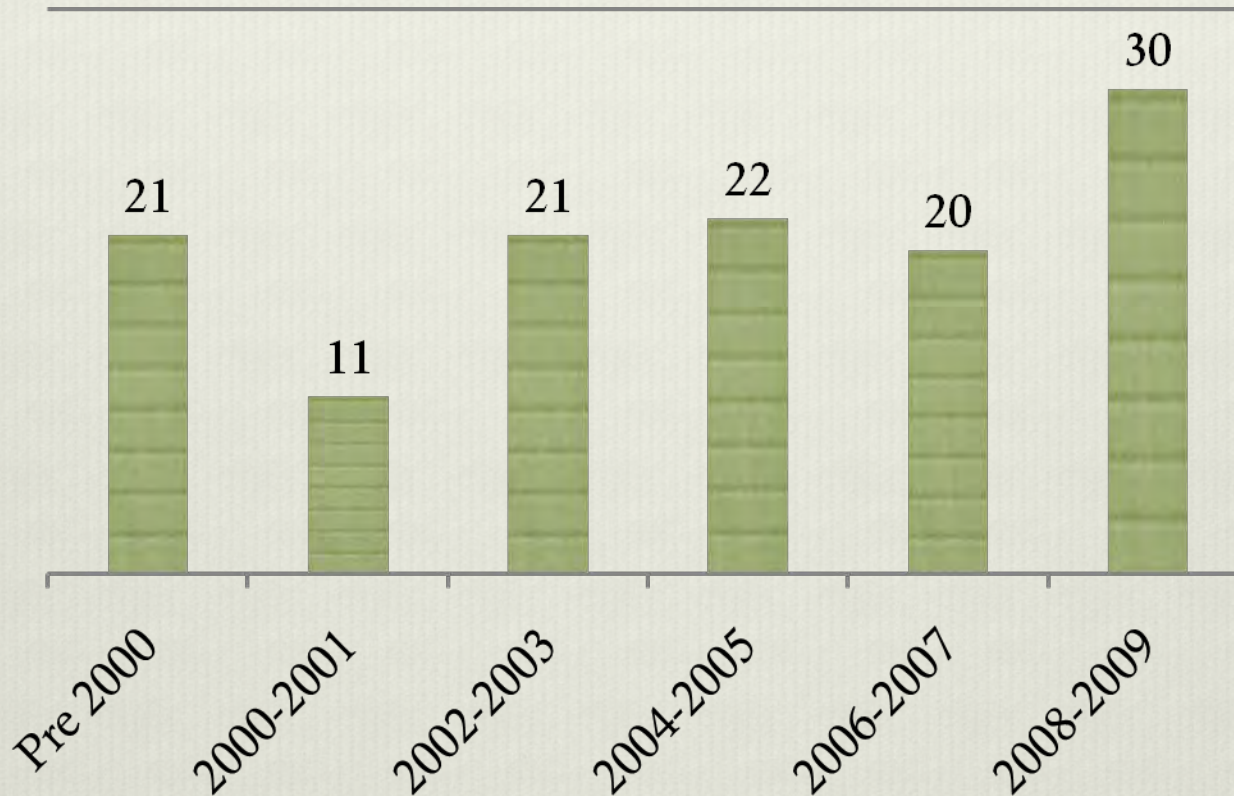
Also noted are five other Purchaser's Guides for EAP

The Guide lists 21 organizations that are supportive of EAP and workplace mental health (with website addresses)

Mix of Canadian and US; university-based, business groups, and government organizations

References list also has 125 research papers and reports

# Research References in the Guide: Count by Year



The Guide references many classic and current works in the EAP field.

# Industry Resources – Top 5 Reports

*The Importance of EAPs in Population Health Management.* (2008). Fogarty, S. Benefits & Compensation Digest, 45(10), 5,11-14. 5 pages. Free. USA.

[www.curalinc.com/documents/TheImportanceofEAPsinPopulationHealthManagementBenefitsCompDigestv1008.pdf](http://www.curalinc.com/documents/TheImportanceofEAPsinPopulationHealthManagementBenefitsCompDigestv1008.pdf)

*A Quiet Crisis: The Business Case for Managing Employee Mental Health.* (2008). Attridge, M. Vancouver, BC: Human Solutions. 32 pages. Free. Canadian & USA.

Request from author at e-mail: [mark@attridgestudios.com](mailto:mark@attridgestudios.com)

*An Employer's Guide to Employee Assistance Programs.* (2008). National Business Group on Health (NBGH). 40 pages. Free.

[www.businessgrouphealth.org/pdfs/FINAL%20EAP\\_report\\_2008highres.pdf](http://www.businessgrouphealth.org/pdfs/FINAL%20EAP_report_2008highres.pdf)

*A Mentally Healthy Workforce – It's Good for Business.* (2006). The Partnership for Workplace Mental Health – American Psychiatric Association. 28 pages. Free. USA.

[www.workplacementalhealth.org/pdf/businesscase12112006.pdf](http://www.workplacementalhealth.org/pdf/businesscase12112006.pdf)

*Mental Health at Work...From Defining to Solving the Problem: 3 Booklets.* (2005). Brun, J-P. Université Laval. 64 pages. Free. Canadian.

[www.iapa.ca/main/Resources/additional\\_downloads.aspx](http://www.iapa.ca/main/Resources/additional_downloads.aspx)

# Industry Resources – Top 5 Organizations

Organization	Website Address
Centre for Mental Health in the Workplace (Great-West Life)	<a href="http://www.gwlcentreformentalhealth.com">www.gwlcentreformentalhealth.com</a>
Mental Health Works (Canadian Mental Health Association, Ontario)	<a href="http://www.mentalhealthworks.ca">www.mentalhealthworks.ca</a>
Partnership for Workplace Mental Health (American Psychiatric Association Foundation)	<a href="http://www.workplacementalhealth.org">www.workplacementalhealth.org</a>
Psychologically Healthy Workplace Awards (American Psychological Association)	<a href="http://www.phwa.org">www.phwa.org</a>
Working Partners for an Alcohol- and Drug-Free Workplace (US Bureau of Labor)	<a href="http://www.dol.gov/asp/programs/drugs/workingpartners/wp_work.asp">www.dol.gov/asp/programs/drugs/workingpartners/wp_work.asp</a>

## Part 3

# Panel on the Value of Accreditation of EAP Programs

by Ellen Tanenbaum, Debra Wolinsky,  
Sean Slater & David Goehner

# ABOUT THE SPEAKER

## **Ellen Tanenbaum**

Senior Accreditation Coordinator for the  
Council on Accreditation (COA)  
Three years experience with EAP at COA  
Based in New York City, New York, USA

Seven years of EAP experience

M.A. in Community and Family Counseling from  
Northeastern Illinois University  
Licensed Professional Counselor

# ABOUT THE ORGANIZATION



## Council on Accreditation (COA)

### *Mission Statement:*

The Council On Accreditation partners with human service organizations worldwide to improve service delivery outcomes by developing, applying and promoting accreditation standards.

Established 1977

1500+ private and public organizations accredited or in-process

Interactive Website Preclude Necessity for New Editions

# Key Characteristics of COA Accreditation

Open process that is facilitative and collaborative

Four-year cycle of accreditation and reaccreditation

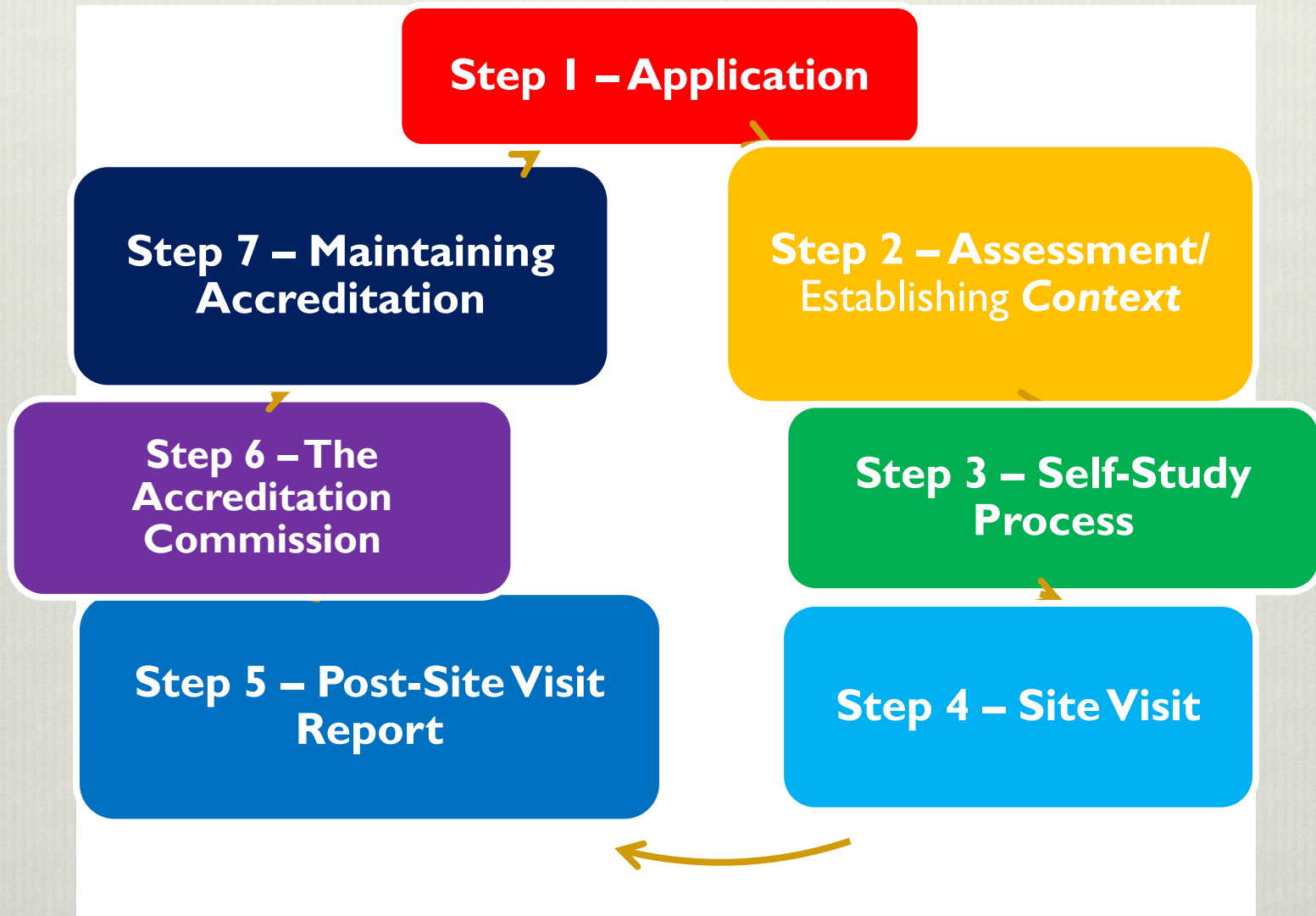
Average 12-14 month process

Focus on implementation

Site reviews conducted by trained peer reviewers

Nationally recognized standards

# 7 Step Process of Accreditation



# Accreditation Standards Development

Extensive review of literature

Program visits

Advisory Panels (EAP)

Feedback from organizations, peers, and commissioners

Field Review

Beta-Testing

# EAP Standards in the 8<sup>th</sup> Edition (current)

Incorporated into 8th Edition 2008

Updated in the 8<sup>th</sup> Edition 2009

Accredited Employee Assistance Programs:

9 EASNA member organizations

4 non-EASNA members (stand-alone EAPs)

44 multi-service agencies providing EAP and other services

57 Total

# ABOUT THE SPEAKER

## **Debra Wolinsky**

Director of Service Delivery and Privacy Officer  
Interlock – PPC Worldwide  
Based in Vancouver, British Columbia, Canada

A peer reviewer for COA

M.Ed. in Counselling Psychology from University of Calgary  
Registered Clinical Counsellor & Registered Psychologist

# ABOUT THE ORGANIZATION

## Interlock – A Division of PPC Worldwide



### *Mission Statement:*

To be one of the leading global providers of work/life, well-being and personal development services. Interlock employs skilled and experienced local clinicians, which contributes to an extensive and high quality network. Interlock provides brief-term, solution-focused counselling, creating a win-win for employees, dependents and client companies.

MARKET: Global market

LIVES: 130,000 households

STAFF: 30 in addition to a large network of various resources

YEARS in this business: Over 30 years

# Interlock – A Division of PPC Worldwide

## *Kinds of Services Offered:*

**Counselling Services:** Telephonic, e-counselling, in-person

**Program Management:** Early Intervention, Workplace Consultations, Crisis Management, Workshops

**Information, Advisory and Referral:** Information on parenting, childcare and eldercare resources.

**Web-based Services - Lifehub™:** 24/7 access to information and wellness resources

**Legal Advisory & Referral Services:** Access to a free legal consultation.

**Financial Advisory & Referral Services:** Debt management and financial planning.

**Nutritional Coaching:** Coaching sessions with a Registered Dietician

**Smoking Cessation Program:** Self-guided work, manual, and counselling

# Thoughts of an External Peer Reviewer for COA Accreditation

Look for evidence at the applicant organization that shows support for the EAP standards

Give the applicant organization opportunities to present its evidence

Appreciate the challenges and demands of the process.

# Interlock - CASE STUDY – Accreditation Details on the Process

## Why did your organization do this?

The major reason was Interlock's commitment to quality assurance and improvement as evidenced by:

1999: Interlock was first British Columbia-based EAP to obtain Accreditation through EASNA

2003: Interlock received expedited Reaccreditation through EASNA/COA

2007: Interlock received expedited Reaccreditation through COA

# Interlock - CASE STUDY – Accreditation Details on the Process

## **What was your personal role in this?**

I started with Interlock as it was nearing completion of the reaccreditation process in 2007.

**How long did it take?** 9-12 months (Reaccreditation may take less)

**Has your program been re-accredited as well?** Yes... until 2011!

**What was general financial budget for this?** Large!

## **How many different staff was involved?**

Strong Team Focus: Project Manager, HR Specialist, Program Management Coach, Executive Team, Clinical and Administrative Staff as well as customers and vendors

# Interlock - CASE STUDY – Accreditation Challenges & Rewards

## Challenges:

Investments of time, financial, human resources

Gathering the required information

## Rewards:

Enhances teamwork and the collaborative spirit

Provides an opportunity to develop a quality improvement system

Supports organizational self- reflection

# ABOUT THE SPEAKER

## **Sean Slater**

National Practice Director for EAP & Organizational Wellness  
Ceridian Canada Ltd.

Based in Markham, Ontario, Canada

12 years with Ceridian, including 5 as lead for EAP

Educational and professional background in business

# ABOUT THE ORGANIZATION

## Ceridian Canada Ltd.



The Canadian business unit of Ceridian Corporation, headquartered in Minneapolis, MN

**STAFF:** 1400 Canadian employees, 75 specifically dedicated to *LifeWorks*, Ceridian's EAP offering

**MARKET:** Ceridian Canada is a full service HR provider-Payroll, HR Services, Recruiting, EAP/Org. Wellness, etc.

**CLIENTS:** Approximately 40,000 corporate clients in Canada using various Ceridian Canada services

**LIVES:** Deliver EAP services to approximately 1 million Canadian employees and their families, millions more around the world through our sister programs in the US, UK, and International

**SERVICES:** Integrated EAP/Work Life/Wellness offering, fully affiliate-based face to face counselling model, website, educational materials, coaching, etc.

# Ceridian CA - CASE STUDY – Accreditation **Details on the Process**

## **How long did it take?**

Completed initial accreditation in 2003, together with Ceridian US

## **Has your program been re-accredited as well?**

Began initial re-accreditation work in January 2008

Experienced set-back and rescheduled self study and site visit:

- Submitted site visit in September 2008
- Site visit in February 2009

## **What was general financial budget for this?**

Total hard costs approximately \$150k CAD

## **How many different staff were involved?**

One dedicated project manager, multiple temporary resources, and various employees dedicated up to 25% of time through the project year

# Ceridian CA - CASE STUDY – Accreditation Challenges

Completing re-accreditation work while other day-to-day business work carries on.

Working through the standards from a Canadian, Private, for profit perspective (COA, specifically Ellen, was extremely helpful).

Understanding and applying standards when the accrediting body is part of a larger, multi-service organization to whom accreditation does not apply, even though services are shared across the various business units of the organization.

# Ceridian CA - CASE STUDY – Accreditation Rewards

A realization that the value is in the exercise, not in the outcome of accreditation

Significant growth at Ceridian since initial accreditation, so we experienced collective recommitment to standards and process as a result of the experience

A very entrepreneurial feel over the past four years, with a 'just get it done' approach, led to inconsistent application of policy, standards

Accreditation lead to improvements in quality of operations.

# Ceridian CA - CASE STUDY – Accreditation

## The Business Results

During our reaccreditation exercise, we introduced a performance standards dashboard, and as such, were able to measure definite improvements in all Service Level Metrics, client satisfaction and employee satisfaction including:

- 40% reduction in staff absence rates YOY (year over year)
- 50% reduction in abandoned calls YOY
- Reduction in rate of complaints/concerns to <1:1000 calls
- 57% increase in Q1 EBITDA rate YOY

# ABOUT THE SPEAKER

## **David B. Goehner**

Director of Clinical Operations  
NEAS, Inc.

Based in Waukesha, Wisconsin, USA

Clinical and business operations experience  
Member of EASNA Executive Board

M.S.W. from University of Wisconsin – Milwaukee  
CEAP Certified Employee Assistance Professional  
Certified Information Privacy Professional

# ABOUT THE ORGANIZATION

## NEAS, Inc.



NEAS, Inc. operates primarily as a stand-alone, broad-brush EAP since 1982. An international provider of integrated EAP and Work/Life services. Our primary focus is to provide high quality behavior change solutions for personal and workplace health, safety, and productivity. NEAS provides live-answer access to a staff masters-prepared clinician 24/7 every day of the year.

**MARKETS:** Any/all, though mostly US-based companies and organizations.

**CLIENTS:** About 300 employers/companies

**LIVES:** Serving over 1.8 million covered lives

**STAFF:** About 100 staff employees, with a variety of specialty service vendors, and thousands of subcontracted affiliates in all 50 states, Canada, Puerto Rico and many overseas locations.

# ABOUT THE ORGANIZATION

## NEAS, Inc.

### *Kinds of Services Offered:*

**LifeMatters:** overall EAP and Work/Life services

**BusinessMatters:** Organizational development services including behavioral risk management, Drug-free workplace including DOT, high profile case consultation, leadership coaching and development, trauma response, and work group assessments and intervention

**WellMatters:** Portfolio of targeted wellness services, either stand-alone or integrated with LifeMatters

**CarePartners:** Benefits integration service that facilitates simple and time efficient access to a company's benefit offerings. Includes targeted Well-Being Coaching to members interested in pursuing positive behavior changes.

**Disaster Management Services (DMS):** Seamless response services provided to employers that encounter a wide-scale/mass disaster situation, such as an airline, workplace, or venue disaster.

**iHire:** Recruiting, hiring, retention, and customized exit interviewing tools available to support company human resource strategies.

# NEAS - CASE STUDY – Accreditation Details on the Process

## **Why did your organization do this?**

NEAS was originally accredited under the EASNA EAP Standards, and is currently accredited under COA's 2<sup>nd</sup> Edition EAP Standards. We wanted to demonstrate our quality services were backed by 'best practices, and we wanted to be proactively responsive to companies and brokers inquiring about accreditation.

## **What was your personal role in this?**

I was the project lead for each of our accreditation processes. I was past-trained as a peer reviewer and am currently in the process of becoming a peer reviewer. I also served on the joint COA/EASNA primary panel responsible for COA's new 8<sup>th</sup> Edition EAP Standards.

# NEAS - CASE STUDY – Accreditation Details on the Process

## **How long did it take?**

Longer than expected + 4 months.

## **Has your program been re-accredited as well?**

We are in the process of finalizing our plans for re-accreditation.

## **What was general financial budget for this?**

Accreditation fees are based upon an EA organization's revenue.

Discounts are available for EASNA members.

## **How many different staff were involved?**

In some ways, all NEAS staff at all levels were involved, as well as the

Board, client company contact persons, vendors, and clients.

NEAS utilized a project team with representation from all operations teams, along with a staff writer.

# NEAS - CASE STUDY – Accreditation Challenges

Despite how prepared we thought we were, it took longer than we expected.

It was intense and at times difficult to balance our daily business and ongoing strategic plan.

It's humbling having operations and the company exposed to peer reviewers and commissioners.

At one point we debated canceling the process due to time and work expectations involved with the effort versus the reality of daily customer service.

# NEAS - CASE STUDY – Accreditation **Rewards**

The process solidified our Quality Assurance Initiative

We were gratified and relieved to learn where we exceeded expectations

We have been able to favorably respond to the increased frequency of RFI's and RFP's specific to whether we are an accredited program.

# The Value of EAP Accreditation

## The Debate – Reasons For & Against

### Reasons For

- ❖ Verifies the program has met national quality standards
- ❖ Stimulates organizational improvement process
- ❖ Improves policies, procedures and data measurement practices
- ❖ Can improve market competitive position
- ❖ ROI from improved business practices and staff performance

### Reasons Against

- ❖ Too costly and time-consuming to divert the staff away from other work to do it
- ❖ Buyers do not seem to care much about accreditation
- ❖ We are already good enough
- ❖ What customers or business partners mandate or require it?
- ❖ Where is the proof of added value to clients and customers?

# The Value of EAP Accreditation

## The Debate – Key Issues

- ❖ Do the accreditation standards represent EAP industry best practices? If not, what does?
- ❖ Why is the appreciation for accreditation greater in Canada than in the US?
- ❖ Is there a business case for accreditation? If so, what is it? If not, what would it take?
- ❖ What's your take on accreditation?
- ❖ What are important considerations for the future direction of EAP accreditation with COA?

# Contact Information

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David Goehner	dgoehner@neas.com