The Employee Assistance Profession
Current state, future trends, threats & opportunities

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Employee Assistance Professionals Association (EAPA)

EAPA DC Chapter Meeting
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Mercer 2011 National Survey of Employer Sponsored Health Plans

<table>
<thead>
<tr>
<th>Company size</th>
<th>&lt;500</th>
<th>500+</th>
<th>5000+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide Employee Assistance Program</td>
<td>27%</td>
<td>87%</td>
<td>93%</td>
</tr>
</tbody>
</table>
Alternative Modalities of Counseling

More organizations are implementing web-based and video tools to assist individuals with issues that surface through the EAP.

National Behavioral Consortium (NBC) 2012 survey of external EA vendors*

- 82 EA vendors responded
- 30-35,000 customer organizations
- 60-70 million employees
- 145-160 million covered lives

* Funded by a grant from the Employee Assistance Research Foundation (EARF).
Type of Services Offered

<table>
<thead>
<tr>
<th>Service</th>
<th>% of Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>EAP</td>
<td>99%</td>
</tr>
<tr>
<td>Work-Life</td>
<td>74%</td>
</tr>
<tr>
<td>Wellness</td>
<td>49%</td>
</tr>
<tr>
<td>Other</td>
<td>27%</td>
</tr>
<tr>
<td>MBHO</td>
<td>20%</td>
</tr>
</tbody>
</table>

Other = training, addiction, disability, coaching, and other specialty services

* NBC 2012 survey of external EA vendor comparative metrics, funded by a grant from the Employee Assistance Research Foundation (EARF).

EAP Pricing Options

Capitated Fee A Cap Rate is typically defined as a fee applied to a particular population and time period. For example: $1.25 per employee per month.

Fee for Service Fee for Service is typically defined as a specific total price for a set of EAP services for a given time period with a particular customer.

Bundled or Embedded Fees for the EAP service are not seen by the end-user customer organization, as they are included in with the total cost for a larger bundle of services or products purchased by the customer – such as insurance. In this case, the insurer purchases the EAP and includes it in their set of services that they sell to other companies and organizations.

* NBC 2012 survey of external EA vendor comparative metrics, funded by a grant from the Employee Assistance Research Foundation (EARF).
Average Mix of Pricing Options Across All EAP Contracts

<table>
<thead>
<tr>
<th></th>
<th>Across All EAP Contracts</th>
<th>Capitated</th>
<th>Fee for Service</th>
<th>Bundled (&quot;Free&quot;)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>71%</td>
<td>78%</td>
<td>11%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>18%</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>11%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Mix of models in sample:
- Only 1 model = 13% (all capitated)
- Any 2 models = 61%
- All 3 models = 26%

* NBC 2012 survey of external EA vendor comparative metrics; funded by a grant from the Employee Assistance Research Foundation (EARF).

Continued Sessions with EAP Clients (referral to self)

Allow EAP counselor to refer to self for continued sessions outside the EAP?

- Yes, allowed for all or most contracts = 55%
- Yes, allowed but only for a few contracts = 23%
- No, continuation not allowed = 17%

* NBC 2012 survey of external EA vendor comparative metrics; funded by a grant from the Employee Assistance Research Foundation (EARF).
Gatekeeper Role for EAP

• Yes in 9% of contracts in total sample
• Range 0 to 100% of clients

• 74% of vendors had zero clients with this role
• 26% had one or more clients with this role
  – within those with Yes; it was about a third of contracts

* NBC 2012 survey of external EA vendor comparative metrics, funded by a grant from the Employee Assistance Research Foundation (EARF)

Client Organization Departments with EAP Oversight Responsibility

Rating of Often (4) or Almost Always (5)

<table>
<thead>
<tr>
<th>Department</th>
<th>% of Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>94%</td>
</tr>
<tr>
<td>Benefits</td>
<td>63%</td>
</tr>
<tr>
<td>Medical / Health</td>
<td>46%</td>
</tr>
<tr>
<td>Executive / Admin.</td>
<td>41%</td>
</tr>
<tr>
<td>Risk Management</td>
<td>15%</td>
</tr>
<tr>
<td>Finance</td>
<td>15%</td>
</tr>
<tr>
<td>Disability</td>
<td>11%</td>
</tr>
<tr>
<td>Work Comp</td>
<td>9%</td>
</tr>
<tr>
<td>Public Relations</td>
<td>7%</td>
</tr>
</tbody>
</table>

* NBC 2012 survey of external EA vendor comparative metrics, funded by a grant from the Employee Assistance Research Foundation (EARF)
Average Sessions Per “Case”

• Mean = 2.47
• Median = 2.36
• Range = 1.15 - 4.68

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Follow up Data

Median =

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Improvement</th>
<th>Work performance</th>
<th>Work absence</th>
</tr>
</thead>
<tbody>
<tr>
<td>96% (n = 50)</td>
<td>88% (n = 45)</td>
<td>75% (n = 39)</td>
<td>67% (n = 28)</td>
</tr>
<tr>
<td>94%</td>
<td>86%</td>
<td>73%</td>
<td>64%</td>
</tr>
</tbody>
</table>

* NBC 2012 survey of external EA vendor comparative metrics, funded by a grant from the Employee Assistance Research Foundation (EARF)
Marketing & Operations Challenges

Rating of High (4) or Very High (5) Level of Difficulty

= % of Sample

- Educating brokers on EAP value: 51%
- Outcomes measurement strategy: 49%
- Maintaining IT (technology): 47%
- Supervision of network affiliates: 36%
- Staffing in non-HQ locations: 24%
- Providing services in other countries*: 24%
- Supervision of business partners: 17%

* NBC 2012 survey of external EA vendor comparative metrics, funded by a grant from the Employee Assistance Research Foundation (EARF).

Forecasting the Future of EAP

- 4 out of 5 EAP companies see a positive future

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Any strong profession requires a strong professional association.

This is what gives the profession its distinct identity, standards, code of ethics, credentials, educational opportunities, and voice.

FY2012 Financial Review

- Finances for FY2012 (7/1/11 – 6/30/12)
  - Total Revenue: $1,590,087
  - Margin: $46,830
  - Net Assets: $578,859
    - Up from $532,029 (on 6/30/11)
  - Anticipated Margin for FY2013: ~$85,000
Membership and CEAP Status

• Membership up 2% (from 3142 to 3202) between June 30, 2012 and June 30, 2013.

• Total number of CEAPs down 3.6% (from 2957 to 2850) between June 30, 2012 and June 30, 2013.

Committees, Task Forces, & Panels

• 2013 Committees & Task Forces
  – Finance & Administration – Monitors EAPA’s financial policies & status
  – Conference Program Planning – Completed outstanding 2013 program
  – Awards – Selects EAPA awards to be given at Conference
  – Membership Retention – Reaches out to all lapsed members
  – EA Specialist Certificate – Developed certificate course for EA network providers
  – Next Generation – Increase membership & engagement of people under 35

• Expert Panels
  – Ethics Education
  – Workplace Disaster Preparedness
  – Communications Advisory
  – Research
  – CEAP Exam Prep Course
Conference On Demand

24/7 availability brings EAPA’s conference to your members who can’t attend in person

• Unlimited Access Pack:
  – Content from 2011 & 2012 Annual World EAP Conferences
  – Earn PDH Credit at your convenience, choose from over 100 hours of training time
  – New, accessible price point $299 member/ $399 non-member
  – Access as much content as you like through October 31, 2013

• Member benefit (free access):
  – Non-credit access to 2007, 2008, 2009, 2010
  – Handouts
  – Download audio files download to your MP3 player

2013 Annual Conference

Plan to Attend

EAPA’s 2013 World EAP Conference

EAPA
Connecting, Educating & Supporting EA Professionals Worldwide
www.eapaasn.org
A strong profession also requires a credential that demonstrates understanding of the profession's body of knowledge.

The Employee Assistance Certification Commission was founded in 1987 to create and administer the Certified Employee Assistance Professional (CEAP®) credential.

Importance of the CEAP®

The Certified Employee Assistance Professional (CEAP®) credential:

- Distinguishes those who have mastered the EA body of knowledge and who have sufficient experience to deliver effective EA services.
- Provides international recognition as a qualified EA professional.
- Certifies that the professional adheres to the CEAP Code of Conduct.
- Is the standard of excellence in the EA profession.
Current & Future EA Trends

- Trends in EAP relationship with the workplace

- Trends in EAP relationship with affiliate providers

- Trends in EAP service delivery

Trends in EAP relationship with the workplace

- Evidence based critical incident response
- Threat assessment team participation
- Focus on corporate culture of health
- Focus on corporate culture of civility & trust
- Onsite, offsite, and online services
- Outcome evaluation; clear value proposition
Trends in EAP relationship with affiliate providers

- Increased reliance on core affiliates
- EA Specialist Certificate training

Trends in EAP service delivery

- SBIRT
- Evidence based motivational interviewing
- Positive psychology
- Shift from depression treatment to depression recovery
- Alternative delivery modalities (texting, chat)
- Persuasive Technology
- Videos, apps, gamification, etc.
Where does EAP Belong?

EAPs are positioned most strongly when they are part of the World of Work

World of Work
Lesson From History

Employee Assistance Programs were created — and still exist — not simply to help people with problems, but to increase company productivity and to help companies be more successful and more competitive.
EAP Innovations

- Identifying employees' behavioral problems or concerns based on job performance.
- Appropriately using constructive intervention.
- Awareness of outside helping resources and how to connect employees to them.
- Expertise on handling alcohol (and other substance) abuse in the workplace.
- Expert consulting on developing and using company policy and procedures related to behavioral issues.

EXP Core Technology

- Consultation and training for leadership
- Active promotion of services to employees & families
- Confidential assessment of concerns
- Constructive confrontation, motivation, & short-term problem resolution
- Referral, monitoring, & follow-up
- Maintenance of relations with service providers
- Consultation to organizations regarding health benefits
- Evaluation of individual and organizational outcomes
Essential EAP Functions

- Consultation and training for leadership
- Active promotion of services to employees & families
- Confidential assessment of concerns
- Constructive confrontation, motivation, & short-term problem resolution
- Referral, monitoring, & follow-up
- Maintenance of relations with service providers
- Consultation to organizations regarding health benefits
- Evaluation of individual and organizational outcomes

The Problem

- We have allowed the set of EAP services to become a product.
- We are in the mature phase of the product life cycle.
- This is true, even in countries where EAP is relatively new.
Essence of Employee Assistance

The application of knowledge about behavior and behavioral health to make accurate assessments, followed by appropriate action to improve the productivity and healthy functioning of the workplace.

Where does EAP Belong?

World of Service  World of Knowledge
Where does EAP Belong?

*Employee Assistance is positioned most strongly when it is part of the World of Knowledge*

![World of Knowledge](image)

Who Are We?

**What is your elevator speech?**

EA professionals are the behavioral experts in the workplace.

EA professionals are experts on human behavior in the workplace.
Overview of EAP

Employee Assistance Programs (EAPs) serve organizations and their employees in multiple ways, ranging from consultation at the strategic level about issues with organization-wide implications to individual assistance to employees and family members experiencing personal difficulties. As workplace programs, the structure and operation of each EAP varies with the structure, functioning, and needs of the organization(s) it serves.

Definition of EAP

In general, an EAP is a set of professional services specifically designed
• to improve and/or maintain the productivity and healthy functioning of the workplace
• and to address a work organization’s particular business needs
• through the application of specialized knowledge and expertise about human behavior and mental health.
Human Asset

An organization's human asset is the collective value of the experience, skills, talents, knowledge, creativity, energy, enthusiasm, engagement, and relationships that its people choose to invest in their work.

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www.eapa.org
Employee Assistance

The application of knowledge about behavior and behavioral health to make accurate assessments, followed by appropriate action to improve the productivity and healthy functioning of the workplace by enhancing the collective's value at the set. experience, skills, talents, knowledge, creativity, energy, enthusiasm, engagement, and relationships that its people choose to invest in their work

Future of Employee Assistance

• We are part of the World of Work. 🌍

• We are knowledge professionals, not service professionals. 🛠️

• We are focused on helping workplaces and their people achieve their highest potential. 🦁