



Manager and Supervisor Guide

Employee Assistance Program (EAP) Overview



Overview of Services

- · Assessment and Referrals
- Manager Consultation
- · Critical Incident Response
- Onsite Intervention Support
- Return to Work Support
- Supervisor Referrals
- · Team building
- Conflict Management Groups
- Workplace Education and Training
- · Team EAP Service Orientations

Confidential Referrals

Sutter Health EAP is a professional service that provides employees confidential referrals to licensed mental health clinicians trained to provide support for a variety of issues, including:

- · Marital and family stress
- Traumatic events (personal or work-related)
- · Alcohol and drug use
- · Financial concerns
- · Change management
- Burnout and work/life integration

EAP 24/7 PHONE NUMBER: 800-477-2258

Call us during business hours (8 a.m. - 5 p.m. Monday - Friday) for a consultation or to arrange for a consultation after hours.

Email (monitored during business hours): eap@sutterhealth.org

sutterhealth.org/eap/managers

A Resource for Managers and Supervisors

As a manager or supervisor, you know that a wide range of problems not directly associated with an employee's job function can impact their job performance. Marital or family issues, parenting concerns, traumatic events (personal or work-related), alcoholism, and drug use can cause a decrease in employee productivity while increasing absenteeism and on-the-job accidents.

Sutter Health Employee Assistance Program (EAP) offers your employees prepaid and confidential short-term mental health support or professional consultation for personal problems and concerns. Employees may connect with our services on their own at a site near their home or workplace or virtually.

EAP also serves as a resource to help supervisors identify troubled employees and guide them to seek assistance. EAP can help you:

- Provide employees with compassionate support during challenging times.
- Develop a plan to manage performance issues.
- Address issues affecting workplace functioning and productivity.
- Foster a culture of satisfied and productive employees and cohesive teams.

The following material will help you recognize signs of a troubled employee's behavior and offer supervisor referral techniques.



After reviewing this guide, if you still have questions about the programs or referral process, please contact EAP at 800-477-2258 or eap@sutterhealth.org.



Workplace Education and Training

Sutter Health EAP offers a variety of workshops for managers and employees, available anytime for viewing on demand on our website in the EAP Video Library.

Topics include:

- Stress and Burnout
- · Effective Communication
- · Self-Care and Resilience
- · Compassion Fatigue
- Thriving Through Change
- · Coping with Conflict
- Grief and Loss
- Life Balance
- · Mindfulness and Meditation
- Multi-generational Workforce
- Team Building
- Time Management

Onsite Interventions

EAP tailors onsite interventions to support managers and teams in addressing workplace issues, offering guidance in assessing departmental communication issues, conflict resolution, team building, and many other common workplace concerns.

EAP can also offer a regularly scheduled block of time when an EAP licensed clinician is available onsite for employees. This scheduled block of time could occur monthly or weekly and is more preventative than a Critical Incident Response (CIR). While onsite, EAP could also deliver live workshops on various topics shown at left.

Consider
scheduling an EAP
clinician to be onsite
to offer workspace
support in the
moment!

Critical Incident Response

Sutter Health EAP's Critical Incident Response (CIR) offers immediate help to employees impacted by a crisis. CIR is available to support your employees following a death in the workplace, natural disasters, incidents of workplace violence and other traumatic events. An EAP licensed clinician comes onsite to deliver this support directly to your employees. One of the advantages of using an EAP clinician for a CIR is that it allows all staff to participate and receive support.

Call 800-477-2258 to access and schedule onsite CIR support. We will:

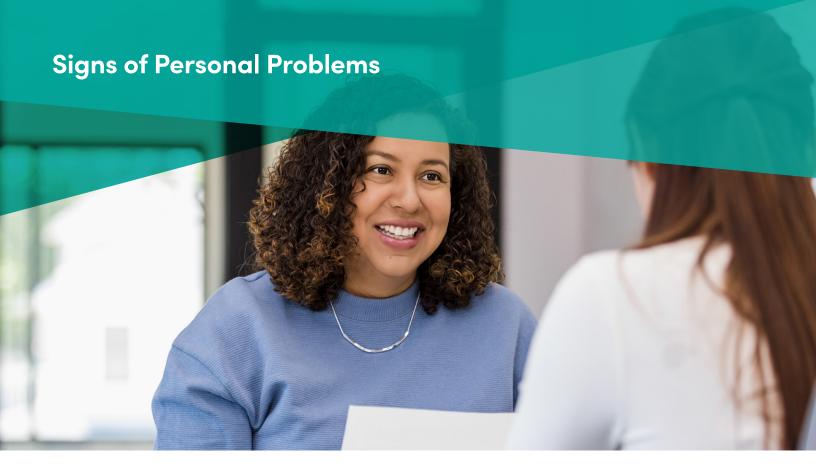
- · Consult with you about the appropriate response for the crisis.
- Educate you on warning signs and proper responses to your employees in distress.
- · Provide support to your employees and answer their questions.
- Facilitate support group sessions for your impacted employees.

CIR support is available 24 hours a day, seven days a week.

Tips to Get the Most Out of Your Critical Incident Response

- Connect with the assigned EAP clinician before the scheduled support to give them more information about the incident, your team's culture, and the site's essential logistics.
- Reserve a private space for the assigned EAP clinician to meet one-on-one with employees.
- Create a confidential way for team members to sign up for their one-on-one support. For example, create a shared file on a Teams/SharePoint site with time increments available. Employees can mark an X for the time slot of their choice.
- Provide tissues; tears are common after crisis events.
- Show the EAP clinician around your facility and introduce them to your staff on the day of support. Huddles are an excellent way to introduce them.
- If possible, reserve space and time for the EAP clinician to meet with the entire team. During this time, the EAP clinician could provide an EAP orientation or answer questions.

- Provide a backup contact should you be delayed or unavailable on the day of support.
- Make sure your staff has adequate coverage of their responsibilities so they can participate.
- Over-communicate the schedule and location to your staff in advance and on the day of support.
- Plan for the EAP clinician to round with employees or stop by employee workspaces to check in with them.
- If necessary, assist the EAP clinician with printing any handouts for your staff.
- Plan to meet with the EAP clinician for 15 minutes at the end of their shift for a review and any followup recommendations.
- Visit sutterhealth.org/eap for videos, flyers and articles that may benefit your staff. Let your EAP clinician know if you'd like them to bring certain handouts for your team.



When people are troubled, their behavior usually changes. Their work patterns change and their job performance may decline. However, poor job performance doesn't always suggest serious personal problems. The following examples happen to anyone occasionally. Look for a pattern of changes. Warning signs you might observe include:

Absenteeism

- Multiple requests for personal time-off.
- · Excessive sick leave.
- Frequent Monday and/or Friday absences.
- Repeated tardiness.
- Leaving work early.
- · A higher rate of absenteeism than other employees.
- · Improbable excuses.
- · Unauthorized leave.

Work Performance

- · A decline in the quality and quantity of work.
- Tired and lethargic.
- · Erratic productivity.
- Mood swings obvious or subtle.

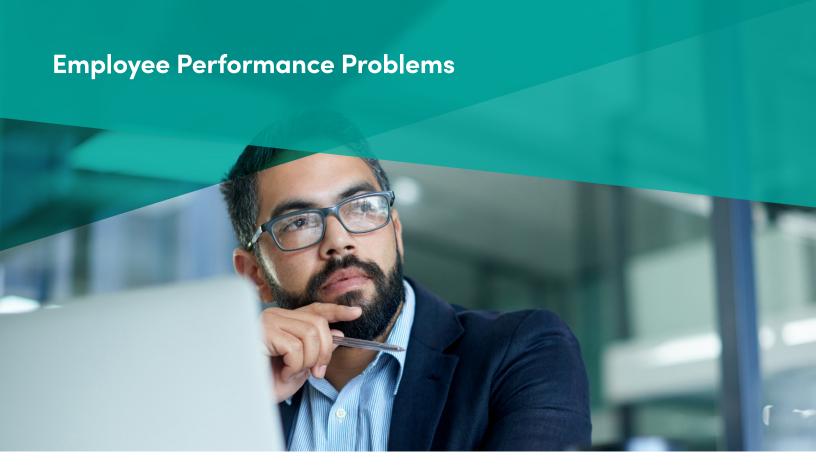
Interpersonal Relationships

- · Excessive irritability with co-workers.
- Unusual complaints about co-workers, customers or patients.
- Complaints from co-workers.
- · Increasingly withdrawn behavior.
- An unusual number of personal telephone calls.
- · Visits from non-work-related people during work.
- Unwarranted feelings of being "picked on."

Personal Appearance

- Unkempt or inappropriate clothing.
- Poor grooming or personal hygiene.

Key takeaway: Identify patterns of changes.



Questions to Ask Yourself When Performance Problems Arise

- Have I spoken with the employee about this performance problem before?
- Have work performance and attendance expectations been made clear to the employee?
- Are my expectations reasonable?
- Are they consistent with the expectations of other employees?
- Have I documented the problem? Have I documented past attempts to deal with the problem?
- Am I attempting to diagnose or treat an illness or emotional problem rather than referring the employee to the appropriate resources?

- Have I honestly examined my feelings towards the employee?
- Have I allowed my interactions with the employee to interfere with my objectivity?
- · Am I feeling angry or sorry for the employee?
- Am I avoiding the employee?
- Am I reluctant to deal with the employee's problems because I have comparable ones myself?
- Have I discussed the situation with the Human Resources Department or an EAP clinician?

Employee Performance Problems

Helpful Suggestions

Establish levels of performance for all employees reporting to you. What is acceptable? What is unacceptable? Communicate these established expectations or standards to all employees.

- Be consistent. Don't tolerate more from one employee than you would from another. Be honest and speak with authority. You'll be respected for your consistency.
- Be alert to changes in performance, such as tardiness, increased absences, or moodiness.
 When patterns develop, coach the employee and document the discussion.
- Gather all facts surrounding the problem before discussing them with the employee.
- Be sure to establish specific guidelines for improved performance.
- Do not permit your own biases to sway an honest evaluation.
- Do not moralize or lecture. Keep the focus on job performance.
- Do not attempt to diagnose an employee's problem.
- Know the company's policies concerning alcohol and drugs. Commit to enforcing those policies.

- Upgrade your knowledge and skills in areas where you feel you've had trouble supervising.
- Establish a timeline for performance improvement.
- Consult with Human Resources about your concerns and get their input.
- Hold the initial meeting in a confidential, convenient location for the employee.
- Inform the employee of the purpose of the meeting and your specific concerns.
- Limit the meeting to approximately thirty minutes or less.
- Ask for and listen to the employee's plan to improve their job performance.
- If the employee discloses a personal situation that they believe is contributing to their decline in performance, remind them of EAP as a resource.
- Schedule follow-up meetings regularly with the employee to review progress. Two weeks is a suggested time frame.
- Continue documenting poor performance and improvements made after the initial meeting and between subsequent meetings.

Be consistent.
Be alert.
Don't moralize
or lecture.

Assessment and Referral Processes

For all types of referrals, an EAP licensed clinician will conduct a brief assessment to best match the employee's needs with an accepting provider.

Self-Referrals

Usually, those who seek help through Sutter Health EAP refer themselves. Through EAP communication campaigns and word-of-mouth, employees learn about the program and contact EAP.

The self-referral process allows employees to seek assistance while problems are still relatively easy to solve and before they begin to affect job performance. A telephone call to EAP (800-477-2258) is all that is needed to arrange a confidential appointment.

EAP clinicians are forbidden by state law and professional ethics codes to reveal any information about an individual to anyone unless the individual explicitly instructs them, in writing, to do so. Confidentiality is essential if employees are to overcome barriers to seeking assistance.

Informal Referrals

Employees who seek assistance from supervisors, human resources and fellow employees may benefit from encouragement to obtain services through EAP. Please remind employees that help is available to them through EAP.

You can make an informal referral during a meeting with your employee. Inform the employee that discussing challenges with an EAP clinician can break down issues into manageable components. Explain that EAP is a confidential service. Even with a signed release of information, the EAP clinician will only confirm attendance and participation.

Do not initiate discussion of personal issues.

However, when a problem is acknowledged, such as alcoholism, drug abuse, emotional or financial problems, encourage the employee to contact EAP for confidential assistance.

Informal supervisory referrals are treated as self-referrals by EAP.

Encourage employees to schedule their initial EAP appointment themselves.

Assessment and Referral Processes

Formal Referrals

When personal problems have severely impacted an employee's work performance and there's a general concern for their well-being or sufficient cause for termination of employment, the supervisor may wish to consult with EAP and Human Resources. If it's determined that EAP may be beneficial, the following steps should be taken:

- The supervisor should consult with the Human Resources Department and company policies to discuss the advisability and process of placing the employee on a performance improvement plan.
- Schedule a meeting with the employee to discuss the referral to EAP. The discussion should focus on your concerns regarding work performance.
 Let the employee know what you have observed and what you expect the employee to do to attain satisfactory job performance.
- Be prepared for possible resistance, denial, defensiveness or hostility from the employee. (You may want to consult with EAP to help you be prepared.) If the employee diverts the discussion to side issues, re-focus the conversation on work performance using documentation you've prepared. Remain impartial and don't get drawn into arguments.
- Please use of the Supervisor Referral Form, located at sutterhealth.org/eap/managers. After discussing the referral with the employee, fax it to 916-503-6917.

 Advise the employee to call 800-477-2258 for an appointment with a clear understanding that participation is voluntary and that you're recommending EAP to help support them. If an employee does not engage EAP, it will not be held against them.

Participation and use of EAP by an employee is always voluntary.

The length of EAP's participation will depend on the nature of the performance problems and the recommended program. The employee's supervisor will determine an appropriate performance improvement plan. During the performance improvement period, the supervisor will work with the employee to establish clear and realistic performance goals and timetables for goal attainment.

With written permission, the EAP clinician can advise the supervisor whether the employee is attending sessions. Don't solicit information about the content of the meetings. The content of the meetings remains strictly confidential.

When Employees Return After an Extended Absence



Your role as a manager is critical when employees return from work after an extended absence due to reasons such as medical leave, bereavement, maternity, paternity or military service. An EAP licensed clinician can help you develop a plan to meet the returning employee's needs best.

Tips for Making the Return Successful

- Call an EAP clinician (800-477-2258) to help you develop a plan for meeting the needs of the returning employee.
- · Consult with your Human Resources department.
- Schedule a back-to-work meeting for the employee's first day back.
- Discuss EAP's resources with the employee.
- Provide extra support and structure, such as weekly check-in meetings, until the employee re-integrates into a routine.
- If you have an existing relationship with the employee, stay in touch while they're out, not to discuss work, but to let them know you care about them.



Possible Warning Signs

These employee behaviors may indicate suicide risk:

- Making statements about significant life changes, such as divorce or grief and loss, and indicating that they lack support.
- Appearing to have limited coping skills or engagement in nourishing activities.
- Making direct statements about ending their life or indirect comments like "No one would miss me if I were gone."
- Discussing death and dying or writing about it on social media and elsewhere.
- Mentioning access to pills, weapons or other means for self-harm.
- · Giving away possessions.
- Displaying sad, quiet, depressed or withdrawn behavior.
- Neglecting work, appearance or hygiene.
- · Voicing hopelessness or helplessness.

Don't Hesitate to Get Support

This can be a very stressful situation for managers and co-workers. Don't hesitate to get support for yourself and your team. Call Sutter Health EAP for help: 800-477-2258.

If an employee
threatens suicide, call
911 and contact your
local Security and Human
Resource departments
immediately.

Addressing Violence

Workplace Violence

Workplace violence can be psychological or physical, ranging from verbal threats and abuse to physical assault and homicide. It's something that anyone can experience.

Behaviors to look for:

- · Harassing, disrupting or bullying behavior
- · Verbal, physical or emotional threats
- · Conflicts with colleagues and managers
- · Possession of a weapon at work
- · Threats of violence
- Vandalism
- Any behavior that endangers others' safety

If you're concerned about an employee, Sutter Health EAP is available to support you, the employee and other employees. Human Resources and local security are also available.

Domestic Violence

Domestic violence is committed by someone in the victim's personal life, including partners and ex-partners, immediate family members, relatives or friends. Domestic violence tends to escalate throughout a relationship.

If an employee is involved in domestic violence, it could pose a risk to the entire workplace.

- · Take all threats seriously.
- Call the police and your building's security if there's an urgent need.
- Refer employees to Sutter Health EAP to help them develop a safety plan.



Sutter Health Employee Assistance Program is a benefit to your employees and a resource to you as a supervisor or manager. We hope you find this manual helpful in addressing troubled employees and guiding them to the Sutter Health Employee Assistance Program. If you have any questions, please call us at 800-477-2258 or EAP@sutterhealth.org.

