

VITAL WorkLife EAP Guide for Managers and Supervisors



Your VITAL WorkLife EAP helps the whole organization...

Your Employee Assistance Program (EAP) is a comprehensive set of well being solutions designed to help employees meet life's challenges — which in turn improves productivity and reduces costs by supporting employees and their families.

VITAL WorkLife provides access anytime, day or night.

Toll-free: 800.383.1908 *(Over-the-phone language interpretation services are available.)*

Website: [VITALWorkLife.com](https://www.VITALWorkLife.com)

EAP Resource Site: info.VITALWorkLife.com/resources-eap

Pathways to Well Being

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VITAL WorkLife Employee Assistance Program (EAP) Overview

- A comprehensive set of well being solutions to assist on multiple levels:
 - **Your organization** with employee and work related concerns
 - **Managers and supervisors** with employee, team and management issues
 - **Employees and their family members** with both work and personal concerns
- Free to employees and to their family members
- Live phone support available anytime, day or night
- Confidential



Benefits of Using Your VITAL WorkLife EAP

- ✓ Reduce employee turnover
- ✓ Improve productivity
- ✓ Remove the manager or supervisor from the “counselor” role
- ✓ Decrease absenteeism
- ✓ Increase resiliency and balance for employees and family members
- ✓ Enhance the overall well being of the organization

Your VITAL WorkLife EAP Includes

- **Unlimited phone consultation** available anytime, day or night.
- **Face-to-face counseling sessions** with a master’s or doctorate level professional from our national network of counselors.
- **Legal services:** Free 30-minute consultation with an attorney by phone or in-person. In most cases, discounted rates are available if further legal representation is required.
- **Financial services:** Unlimited, free phone consultation with a financial counselor on everything from credit and debt, to purchasing a home or saving for retirement.
- **Identity theft prevention and support**



• Online Resources

- **Well being articles** at VITALWorkLife.com, click on Insights.
- **Member Website** an online portal providing access to detailed benefit information and a wealth of online resources. Logon at VITALWorkLife.com/member-login.
- **Online Work & Life resources:** a wealth of information on almost any topic, available on your member website
- **Online Seminars:** On-demand learning on a wide range of topics; browse topics on your member website
- **eLearning Courses:** Easy, on-demand training for your employees. eLearning courses can be completed in 15-20 minutes, include a visual presentation, brief online quiz and a printable certificate of completion.
- **Online Legal & Financial Resources:** easy access to legal and financial information, downloadable and customizable legal forms, and online resources links to free credit monitoring and personal finance management tools.

Management Resources

As a manager or supervisor, you are on the front line of various employee concerns and issues. You can have a dramatic effect on both organizational and individual well being by addressing performance problems proactively, building skills in your team members, identifying and referring employees with personal concerns and acting quickly in the event of a workplace crisis. You do not have to handle tough workplace issues on your own; VITAL WorkLife is available to help you maintain a productive, positive and safe work environment.

• Management Consultations

Speak with a VITAL WorkLife Senior Consultant for expert advice to address concerns or issues.

- An objective ear to discuss or validate concerns
- Coaching on when and how to have a conversation with an employee
- Help identifying necessary actions
- Assistance conducting an effective meeting with an employee

- Guidance in effectively addressing employee-related issues such as performance, change management or employee conflict

• Assistance making formal referrals

- Performance Based Referrals
- Chemical Assessment Referrals

• EAP Resource Site: info.VITALWorkLife.com/resources-eap

- **Employee Engagement Tools and Resources:** Posters, Flyers, Postcards, Topical handouts, Benefit overviews
- **Management Tools and Resources:** On-demand Manager Training Video, Performance Based Referral forms, Solution Guide, Critical incident Response Overview

• On site services available:

- Well being training and customized training
- Critical Incident Response
- Consulting on workplace climate concerns

Contact your Account Executive for additional support options and fees.

Types of Referrals

1 Self Referral

Most employees or family members will contact us on their own for help with an issue.

2 Manager/Supervisor Encouraged Referral

An employee contacts us after their Manager/Supervisor suggests VITAL WorkLife can assist with work or personal issues.

3 Performance Based & Chemical Assessment Referrals

If efforts to change behavior have not been effective, the employee exhibits inappropriate or threatening behavior or if you suspect a violation of drug or alcohol policy, we can assist you with a formal referral process which mandates the employee utilize their benefit to address the area of concern. See page 3 for more details.

Promoting the VITAL WorkLife EAP

Promoting the benefits of your VITAL WorkLife EAP is an important part of your job as a manager or supervisor. We encourage you to take the time to help your employees understand what the VITAL WorkLife EAP means for them and their family.

- Emphasize the benefit is free and confidential
- Keep the benefits visible via current promotional communications to reinforce the breadth of support and resources available
- Regularly talk about the wide range of services available
 - In your staff meeting
 - Posters in the hallway

- Flyers in the break room
- Any of the on-demand materials available on your resources page
- Sharing online articles by email
- Reminders during performance reviews
- Use the VITAL WorkLife EAP to improve your own well being — and so you can share personal experiences and successes.
- Encourage employees to contact VITAL WorkLife when you are aware of concerns they are dealing with in their work or personal lives. Position their VITAL WorkLife EAP as a supportive resource to help them achieve balance in their professional and personal lives.

Performance Based and Chemical Assessment Referrals

When you have an employee whose work performance has deteriorated or who has violated a policy, your VITAL WorkLife EAP can assist you initiating a Performance Based or Chemical Assessment Referral.

We have trained professionals who can provide guidance on how to communicate the performance problem to the employee and explain how you can offer assistance in the most appropriate and effective manner.

Resources, including Performance Based Referral and Chemical Assessment Referral Overviews, Release Forms and Reasonable Suspicion Observation forms are available on your EAP Resource Site at info.VITALWorkLife.com/resources-eap, login and select the desired page from the *Program Information* menu.

Please consult with your Human Resources/Employee Relations department before proceeding with a referral to ensure you follow organizational policies and processes.

Formal Referral Process

1. Collect and document information regarding performance and behavior concerns.
2. Consult with Human Resources/Employee Relations about the issue and the appropriateness of a formal referral.
3. Contact VITAL WorkLife to inform us of the circumstances surrounding the referral and allow us to answer any questions you may have.
4. Meet with the employee. Review performance concerns or policy violations. Clearly communicate what changes need to occur and let them know you have spoken with your VITAL WorkLife EAP.
5. Have the employee sign a “consent to release information” form detailing what VITAL WorkLife is allowed to share back with you, the employer.
6. Complete and return the signed release to VITAL WorkLife.
7. Refer the employee to VITAL WorkLife to schedule their initial appointment.
8. When VITAL WorkLife has received the release and the employee has called to set up their appointment, we will contact the designated company representative to inform them the employee has initiated the process.
9. Following the initial employee session, VITAL WorkLife will contact the company representative and inform them of follow-through by the employee and recommendations of the consultant.
10. Pay attention to the employee’s performance to determine your next steps and consult with your VITAL WorkLife Case Manager as needed.

Reasonable Suspicion

Substance abuse among employees can cause many issues including lost productivity, absenteeism, injuries, fatalities, low employee morale, legal liabilities — even an increase in health care and workers’ compensation costs. It is critical managers understand the issues surrounding “reasonable suspicion” and ensure policies and processes are followed to facilitate an appropriate response to situations where substance abuse is suspected or confirmed.

Reasonable suspicion is a term used to describe a set of circumstances indicating a reason to conduct an investigation or assessment of an employee’s fitness for duty, or to explore possible explanations for an employee’s conduct, actions or appearance. The suspicion is based on direct observations of the employee. A reasonable suspicion is more than a hunch; it is a reasoned conclusion drawn from objective observations of the individual. *(continued »)*



Reasonable Suspicion

What to do if you suspect an employee is under the influence of alcohol or drugs:

- Contact Human Resources/Employee Relations regarding your organization's policies, as well as processes regarding documentation, testing and follow-up.
- Identify the suspicious behavior and document it using the Reasonable Suspicion Observation form, available on your EAP Resource Site at info.VITALWorkLife.com/resources-eap, login and select *Chemical Assessment Referrals* from *Program Information* menu.
- Inform the employee of the suspicion, as well as the process and next steps, which could include a Formal Referral for a Chemical Assessment through VITAL WorkLife. Be specific, state concerns and documented observations, explain the organization's policies, the consequences of continued alcohol or drug use, expectations around addressing the problem and the consequences of not following through with the organization's expectations.
- Document the meeting including what was discussed, expectations given and next steps.
- DO NOT allow the employee to leave the premises on their own. Work with Human Resources/Employee Relations to determine how to get the employee to an appropriate location, based upon the circumstances — and in compliance with your organization's policies.

Follow-up to Chemical Assessment Referrals

Drug and Alcohol Policy Violations

If the employee has violated your Drug and Alcohol policy, we recommend the employee not be allowed to return to work until the supervisor and/or Human Resources/Employee Relations has had an opportunity to review the EAP Consultant's findings and recommendations. In addition, a clean drug test may be required before the employee can return to work, depending on your policies.

Chemical Assessment Treatment Recommendations

If the employee is recommended for ongoing therapy or treatment and agrees to follow through, the employee may need to sign a new release with the counselor or treatment facility in order for the employer to receive information regarding the employee's follow through and progress.

Coaching

Return to Work Coaching

Depending on your plan, VITAL WorkLife provides a Return to Work Coaching program designed to help employees get back to work sooner by taking an integrated approach to the issues and barriers — psychosocial, work related, financial and more — surrounding the reason for their absence. Once employees return, we help prevent additional absences and "presenteeism" by addressing the issues potentially causing them to be distracted and less productive.

Any employee who is out on extended leave or is planning on being out (e.g., planned surgery, cancer treatment, accident/injury, chemical dependency treatment, maternity leave, etc.) is a good candidate for Return to Work Coaching. Typically,

employees in this program are on short- or long-term disability, workers' comp, FMLA or other extended personal leave, often for a medically related issue. A detailed process and forms are all available on your member website, just log in and click "Return to Work Coaching." The counselor will remain involved until the employee returns to work, regains productivity or another mutually agreed-upon outcome is achieved.



Nurse Peer Coaching

Nurses face unprecedented levels of job stress as they struggle to do more with less and meet increasingly challenging goals and expectations. Included in your program, our nurse peer coaches are knowledgeable sounding boards for discussing and providing assistance on a wide range of work related and personal issues, including: balancing work and personal demands; stress and

anxiety; grief and loss; horizontal hostility from other staff; concerns about substance use or addictive behavior and more. Nurses can access a peer coach by contacting VITAL WorkLife.



Training and Consulting

Well Being and Custom Training

VITAL WorkLife offers a variety of well being trainings on topics ranging from anger, stress and change management to civility and team communication. They can be delivered on site, online or at a venue of your choice and are available one-on-one, in small groups or at large conferences.



Most of our training sessions are delivered in one to two hours on a fee-for-service basis. Any of our courses can be customized to meet your organization's unique needs. A complete list of topics and descriptions is available on your member website, just login and click "Training and Consulting Options."

Consulting

In addition, we provide customized consulting on a wide range of issues and concerns at the organizational level. Our experienced consultants are available to consult with your organization, specific work groups or individuals across a wide range of areas, including:

- Leadership development
- Team building and management
- Conflict resolution and communications
- Policy development around issues such as drug and alcohol use, bullying and harassment and more

We work closely with your management team to understand your needs and then engage with you and your team to meet your objectives in a timely and effective manner.

Critical Incident Response (CIR)

We all hope we never have to face a traumatic workplace incident. However, as a supervisor or manager, you may one day be in a position where employees will look to you for leadership following a critical incident. Being prepared and informed is essential.

What is a Critical Incident?

A critical incident is any event that disrupts an employee's ability to work. It is overwhelming, emotionally charged and sometimes dangerous. Examples of critical incidents include:

- Natural disasters
- Robberies and assaults
- Threats of violence
- Death or injury on or off the job
- Layoffs

After a Critical Incident

Following a traumatic incident, everyone experiences some kind of emotional response which can range from mild to severe and can include physical, behavioral, emotional and cognitive elements. Recovering from a traumatic incident can be a long and difficult process. Each person will deal with emotions at his or her own rate. On site Critical Incident Response (CIR) services are available and are provided on a fee-for-service basis. CIR services can be provided to individuals, groups and teams. Please check with your Human Resources/Employee Relations department before requesting on site CIR services.

For more details, download the Critical Incident Response Overview on your EAP Resource Site at info.VITALWorkLife.com/resources-eap, login and select *Critical Incident Response* from the *Program Information* Menu.

About VITAL WorkLife

VITAL WorkLife, Inc. is a national behavioral health consulting company providing solutions to support all dimensions of an individual's well being, while assisting organizations with improving employee engagement. Our approach consists of guiding employees, their families and their organizations in building sustainable, healthy behaviors and cultures.

With over 35 years of experience, we have expanded beyond traditional employee assistance programs and now offer comprehensive and holistic well being solutions including customizable programs, coaching, training, consulting and leadership development. We have deep experience in education, manufacturing and health care, especially assisting physicians and providers in dealing with the unique challenges facing their profession. Visit us at VITALWorkLife.com.



Contact Info

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