EMPLOYEE AND FAMILY ASSISTANCE PROGRAM (EFAP)

A Guide for Managers, Supervisors and Leaders

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PEOPLE ENABLING PEOPLE

Introduction

From time to time, many of us encounter personal problems which affect our sense of well-being and our ability to properly function at work, school and home. Typically, if help is sourced early, these personal situations can be resolved before becoming too serious.

The Employee and Family Assistance Program (or EFAP) is designed to provide confidential, short term counselling to help employees and their immediate families overcome personal problems. Any employee who is eligible to receive regular group benefits, their spouses or partners and their dependents are able to access this program.

The EFAP is available 24/7 through a number of different methods including phone, online and the mobile app.

About The Service

HumanaCare is proud to be providing your EFAP services. Our counsellors are a team of highly qualified clinicians with a high level of experience dealing with a wide range of personal issues. They provide a supportive and understanding environment to help address and resolve each individual problem.

Most employees prefer face to face counselling, but if needed, employees have the option of receiving their counselling either over the phone or online. We are able to support employees and provide confidential counselling to anyone in a number of different ways and in various locations.

This EFAP is intended to be a predominately voluntary program. An employee who may be experiencing a problem can contact the EFAP directly and will receive assistance.

Sometimes employees will be referred by a colleague, family member or manager. This is still completely voluntary, but the employee has been referred due to a concern for their well-being.

Confidentiality is our priority at HumanaCare. If an employee accesses the program voluntarily, they can rest assured that the use of the EFAP will remain absolutely confidential and anonymous. No information will be shared with anyone unless a voluntary written consent has been provided to HumanaCare by the employee.

There are no costs to employees, their spouses, partners or dependants for accessing and utilizing this service. If an employee is referred to an alternate service for long term treatment, the employee may be billed at that time but they will not be billed for the EFAP service provided by HumanaCare.

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What Services Are Covered?

Counselling Services

- Stress and Anxiety
- Substance Abuse and Addictions
- Abuse
- Depression
- Bullying and Harassment

- Suicidal Crisis/Trauma
- Marital and Family
- Self esteem
- Bereavement and Grief
- Anger Management

Lifestyle and Wellness Support Services

- Legal Support
- Financial Counselling
- Nutritional Health and Wellness
- Career Transition
- Child/Eldercare Support

- Healthcare System and Service Navigation
- Personal Growth/Development
- Retirement Planning
- Relationship Support

Human Resources and Management Support

- Employee Program Orientation
- Management Consultations and Advice
- Seminars and Workshops

- Monthly Webinars
- Manager Program Orientation
- Program Implementation Support

Additional Services

- Critical Incident Support Services (onsite debriefing sessions)
- Disability Management Programs
- Online Wellness Portal

- Targeted Health Programs
- Chronic Disease Management Programs
- Mediation Services
- Medical Second Opinions

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What's next?

As a leader, you should consider using the EFAP service as a tool to support employees in a proactive approach. This service can lower absenteeism, raise productivity and help employees handle both the everyday stressors as well as larger, more traumatic events.

Every day you, the manager, leader or supervisor, deal with deadlines, juggle priorities and make decisions for your team.

Along with these responsibilities and demands on your time and energy, managers and supervisors are also expected to help support a healthy and productive workplace for their teams. Keeping in touch with employees while ensuring they have the support they need and promoting two way open communication are just a couple of the things that need to occur. A positive working environment can lead to higher employee engagement, resilience and retention. But even healthy working environments will have employees who are faced with personal or work-related obstacles. The underlying causes can vary and be anything from a job change, stress, child or eldercare issues and the results could potentially host a series of negative reactions. The EFAP can help to address these and other challenges by offering a confidential intake process with a clinician. The clinician is trained to ask the right questions and handle all calls in a holistic manner which helps to address not only the primary reason for the call but also any underlying issues which the caller may not consider as problems. They can then activate the correct supports for the caller. Because HumanaCare's clinicians are looking at the whole person and hearing all potential underlying problems, they are equally addressing those concerns and the result is improved outcomes.

What you can do:

- Talk to your employees about the EFAP services
- Recommend the EFAP to employees if you're concerned about their well-being or safety
- Use the EFAP as a solution for performance management
- Offer the EFAP support to an employee if they express concern about personal or work-related challenges
- Refer employees to the available online resources such as newsletters, webinars, articles and tips on a variety of topics
- Receive information on how to best support your employee's current state

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Mandatory Referrals

You would utilize a mandatory referral if you had staff that fell under the following criteria:

1. ## Substance Abuse:
   - You have reasonable cause to believe an employee is abusing drugs and/or alcohol.
   - An employee admits to having a substance abuse problem.
   - An employee fails a drug or alcohol test

2. ## Performance Concern:
   - An employee is no longer able to perform their duties at an acceptable level because of a personal concern.
   - As the employer, you require confirmation that your employee has accessed HumanaCare's services.

Drug and alcohol policies vary from one company to another. HumanaCare's mandatory referral process is designed to encompass the standards set in place by the Canadian Model for Providing a Safe Workplace and with the most current legal and human rights findings.

To help you with deciding if proceeding with a mandatory referral is warranted, it is important to seek guidance from the Human Resources Department before proceeding.

If it has been decided that an employee must enter the program, you must fully complete the referral form and have the employee sign off providing their consent to the program.

If you have any questions about the process or want some assistance on how to proceed with a difficult situation or employee, **you can access help by calling HumanaCare at 1-800-661-8193**.

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Performance Management: Some Do's and Don'ts

DON'T

- **Don't label.** Labelling an employee may result in denial, accusation and further conflict.

- **Avoid anger.** Anger in a confrontational situation between a supervisor and employee will dramatically reduce the supervisor's ability to influence a change and could cause unwillingness for the employee to cooperate.

- **Do not confront based on a rumour.** This is a very inaccurate way of approaching a situation and can result with negative relations and poor morale.

DO

- **Detail work performance.** Talk to the employee about their work performance and let them know it is not up to standard. Point out the difference between present performance and the agreed upon expectations and describe the negative impact of the employee's performance.

- **Allow time for the employee to respond.** Give the employee the time to review and respond to the situation.

- **Clarify standards.** Ensure the employee understands the requirements of the job. You may want to ask the employee for ideas on how they feel they can correct the situation.

- **Actively listen.** If the employee acknowledges a problem and wants to talk, take the time to listen without interruptions. Express understanding and concern but stick to the topic of the meeting.

- **State the action plan.** Clearly outline and describe what will happen. Explain all steps you are planning and why.

- **Indicate how you will monitor performance.** In order to avoid paranoia an employee should know how you plan to review their work. Agree on an action plan.

- **Establish a follow up meeting date.** Agree on a date and time to meet to review job performance.

- **Encourage the employee.** Conclude the meeting on a positive note with some encouragement if it's possible. Express confidence that the employee can correct the situation.

- **Refer to the EFAP.** Remind the employee that any problems that they may be having can be confidentially handled through the EFAP program. Assist the employee by providing the information if they accept the help.

- **Document the meeting.** After the employee has left the office, make sure to document the conversation.

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Manager/Supervisor's role

As a manager/supervisor, you are responsible for:

✔ Understanding all policies and referral programs
✔ Discussing work performances with employees
✔ Encouraging the EFAP when appropriate
✔ Identifying when an employee may require a mandatory referral

It is important to remember that information about employees that are obtained as a result of an employee's involvement is strictly confidential. No information regarding content will be disclosed back to the company. Information regarding status will only be disclosed if an employee signs an agreement to consent form. As the acting manager/supervisor, the onus is on you not to disclose any information about an employee's involvement in treatment to anyone without the employee's written consent.

What to watch for?

Harassment

What is it? Harassment is name-calling, unwelcome kidding, physical intimidation, threats, inappropriate jokes and any other type of abuse. If the way someone is speaking causes an individual to feel uncomfortable or threatened, it is considered harassment. The best tool to eliminate harassment in the workplace is prevention. Employers are encouraged to take appropriate steps to prevent and correct any forms of harassment at work. Clearly communicate to all employees that harassment will not be tolerated. One way to do this is to establish an effective complaint and grievance process in the workplace by providing anti-harassment training to everyone and taking immediate and appropriate action if a complaint arises. Employers should strive to create an environment where employees feel free to raise concerns that will be heard and addressed.

Employees are encouraged to confront the situation directly to inform the person that their behaviour is unwelcomed and unacceptable. Employees should report harassment to management at an early stage to prevent further instances or potential victims.

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Workplace Stress/Job Stress

What is it? Workplace/Job stress can be defined as the harmful physical or emotional response that can occur when the requirements of the job do not match the capabilities, resources or needs of the worker. The concept of job stress is often confused with challenge. These concepts are not the same. Challenge energizes us psychologically and physically and it motivates us to learn new skills and/or master our skills. Job stress can lead to poor physical and mental health or even injury.

What causes job stress?

Job stress can result from the interaction of the employee and the condition that employee works in. Some examples of individual and situational factors that can help to reduce the effects of stressful working conditions may include the following:

- Balance between work, family and personal life
- A support network of friends and coworkers
- A relaxed and positive outlook
- Established work-life boundaries/learning how to disconnect
- Taking time for oneself to recharge
- Having an open relationship where employees can speak to supervisors when they begin to feel stressed or overwhelmed

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Indicators of Personal Problems

How to become aware of how problems may manifest in the workplace.

The enclosed are indicators of personal problems and are not being provided to you as an expectation to provide medical advice or offer a diagnosis. Rather, to create awareness of how an individual and their identifying problem could potentially manifest itself in the workplace. It is important that you do not attempt to diagnose an employee's problem as this can take you beyond what you can safely do as a manager/supervisor. Your focus should be exclusively on work performance. This information is being provided to you to allow you to better understand the meaning of behaviours that you may notice in the workplace.

Physical
- Change in normal biological habits
- Sleep
- Eating
- Activity level
- Pattern of minor illness
- Weight gain or loss
- Difficulty breathing deeply
- Faster pulse
- Unusual sweating
- Headaches
- Stomach and intestinal difficulties
- Muscle tenseness

Behavioural/Psychological
- Increased drinking, smoking, etc.
- Preoccupied thoughts
- Inability to concentrate at will
- Irritability
- Emotional sensitivity (verge of crying)
- Tics
- Avoidance behaviours (irrational fears)
- Uncontrolled mood swings which last for three weeks or more
- Feeling depressed
- Boredom

Environmental
- Negative feedback from colleagues, friends, family
- Consistently not getting work done within normal work hours
- Fatigue at work which disappears when you leave work

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Depression and Suicide

While depression often follows a personal loss or traumatic event, it may also develop for no apparent reason. It can develop slowly over a long period of time or come on suddenly. Untreated, severe depression can lead to thoughts of suicide.

Here is a list of warning signs:

Sadness – They may feel empty, sad or down much of the time. They may experience a kind of emotional numbness. Sadness is a normal part of life; constant sadness however, is not.

Irritability – They may be more easily upset by routine things or changes.

Anxiety - They may become very upset with minor concerns or worry a lot.

Loss of Interest – They no longer find pleasure in activities they once found enjoyable – hobbies or the company of other people.

Neglect – They find themselves neglecting personal care or personal responsibilities.

Eating and Sleeping Habits – They may see changes in their eating and sleeping habits – either increased or decreased eating habits or may find themselves unable to sleep or unable to get out of bed.

Fatigue and Low Energy – They may feel tired all of the time and/or have a low energy level.

Attention, Memory and Concentration – They may find it hard to concentrate, keep their mind focused or remembering simple things.

Mood Shifts – They experience big mood swings; moving from high to low in a very brief period of time.

Helplessness – They become overwhelmed by stress and feel that have no control over any part of their life.

Worthlessness and Guilt – They feel as though they are less than the others around them and carry a constant guilt for no apparent reason.

Hopelessness – They feel things will never become better and turn to pessimism. They see their future as dark and negative.

Physical Symptoms – They have constant headaches, digestive disorders, pain which seem to persist and do not respond to treatment.

Alcohol/Substance Abuse – They turn to Alcohol or other substances in a vain attempt to find relief.

What should I do if someone is suicidal?

Ask the question – some people are afraid of asking as they fear it may open a dangerous topic. This is quite on the contrary. Ask these questions:

1. **Are you thinking about dying?**
2. **Are you thinking about hurting yourself?**
3. **Have you already thought of a plan to do it?**

Do not promise confidentiality even if you think that it is the only way to get the person to open up. To get professional assistance, you may have to share your findings with others – so, do not make a promise you will not keep. Be supportive and empathetic. Note any dangerous items that may be around and remove/secure them. Remind the individual that they are not alone and that there are outlets for them. Offer their EFAP as a great resource to help them through their crisis. **In an acute crisis, take the person to an emergency room or call 911.** Reach out to your EFAP to obtain support for yourself.

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Identifying Substance Abuse

Generally speaking, substance abuse is considered to occur when a drug or substance is taken without medical reasons or if the drug or substance impairs or jeopardizes the health and safety of oneself or others. Abuse can occur by using a substance too much, too often, for the wrong reasons or at the wrong time.

Some common indicators that someone may have a substance abuse problem are:

- Using substance or drug alone or hiding the evidence.
- Not being able to enjoy an event without alcohol or drugs.
- Trying to cut down or quit but being unsuccessful.
- "Blackouts" or not being able to recall events after using.
- Using in order to deal with or forget about problems.
- Having regrets about things you do or say while drinking or using drugs.
- Family, friends or co-workers have expressed concerns.
- Financial or legal problems occur as a result of substance abuse.

Other indicators of substance abuse may also be observed through an individual's actions, appearance and/or emotional states:

- Behavioral Indicators: withdrawal, hostility, unreliability, absenteeism, tardiness, relationship conflicts, slurred speech, lack of inhibition.
- Physical Indicators: smell of alcohol, weight loss, injuries, bloodshot or glazed eyes, poor grooming or disheveled appearance, frequent illness, fatigue or stomach issues.
- Emotional Indicators: mood swings, difficulty concentrating, expressing feelings of paranoia or depression, hyper-alertness.

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Violence

Workplace violence can be defined as many violent acts, including physical assaults or threats of assault which has been directed towards a person(s) at work or on duty.

The circumstance of workplace violence can vary and may include:
- Robbery associated violence
- Violence by disgruntled clients, customers, patients, inmates, etc.
- Violence by coworkers, employees or employers
- Domestic violence that finds its way into the workplace

A number of factors may increase a worker's risk for workplace assault. These factors include the following:
- Contact with the public
- Exchange of money
- Delivery of passengers, goods or services
- Having a mobile workplace, such as a vehicle
- Working with unstable or volatile persons in health care, social service or criminal justice settings
- Working alone or in small numbers
- Working late at night or during early morning hours
- Working in high crime areas
- Guarding valuable property or possessions
- Working in community based settings

Prevention strategies need to consider environmental designs, administrative controls and behavioral strategies.
1. Commonly implemented cash-handling policies include procedures such as using locked drop safes, carrying small amounts of cash and posting signs indicating that limited cash is available.
2. Physical separation of workers from customers, clients and the general public.
3. Visibility and lighting are also important. Make high-risk areas visible to more people and install good external lighting.
4. Access to and exit from the workplace are also important areas to assess.
5. Numerous security devices may reduce the risk for assaults against workers and facilitate the identification and apprehension of perpetrators.
6. Staffing plans, work practices and increasing the number of staff on duty may also be appropriate in any number of service settings.
7. The use of security guards or receptionists to screen persons entering the workplace and controlling access to actual work areas has also been suggested by security experts.
8. Training employees in nonviolent response and conflict resolution has been suggested to reduce the risk of volatile situations escalating into physical violence.

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Developing a Prevention Program

The first priority in developing a workplace violence prevention policy is to establish a system for documenting violent incidents in the workplace. This data is essential for assessing the nature and magnitude of workplace violence in a given workplace and quantifying the risk. In addition, this data can be used to assess the need for action to reduce or mitigate the risks for workplace violence and implement a reasonable intervention strategy. A written workplace violence prevention policy should clearly indicate a zero tolerance of violence at work regardless of whether or not the violence originates inside or outside of the workplace.

Responding to a Threat of Workplace Violence

For a situation that poses an immediate threat of workplace violence, all legal, human resource, employee assistance, community mental health and law enforcement resources should be used to develop a response. The risk of injury to all workers should be minimized.

Dealing with Consequences of Violence

The most important thing to remember is that stress can be both a cause and an effect of workplace violence. High levels of stress may lead to violence in the workplace, but a violent incident in the workplace will most certainly lead to stress and perhaps even to post-traumatic stress disorder (PTSD).

While workplace violence is a reality, there are things you can do to reduce the risks. Strategies such as not going into a dark parking lot alone, revising cash handling procedures, improving lighting and ensuring that the environment at the workplace has zero tolerance policy in place for aggressive or hostile acts can all help to protect workers.

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Critical Incidents

A critical incident is an event that takes place which causes a subsequent emotional reaction. HumanaCare provides the needed support for critical incidents that have impacted the staff of the organization. Some examples of critical incidents that could affect your workplace are:

- Death of a colleague
- Disaster at work
- Adverse medical event at work
- Threatening behaviour, verbal or physical in the workplace

It is important to remember that critical incident stress is a normal reaction to something out of the ordinary. The response to the critical incident can be immediate or delayed and can be triggered by a single or series of events.

What is a Critical Incident Stress Debriefing (CISD)?

In the wake of tragedy or a traumatic event, a person's ability to cope may be affected. Often practiced in group settings, Critical Incident Stress Debriefings (CISD) are designed to minimize the impact of a critical incident on the workplace and aid in the recovery of the exposed staff. This structured mental health intervention is led by one of our highly trained mental health professionals who specialize in trauma interventions.

To be noted, a CISD is not traditional counselling, a treatment for Post-Traumatic Stress Disorder or a type of investigation. Attendance and participation by staff is completely voluntary and everything remains completely confidential. A HumanaCare professional will be present and available to provide support when it's needed.

What to expect from a CISD?

Typically, a debriefing takes place within 48-72 hours of the incident but can be arranged same day or within 24 hours as needed. These CISD sessions typically last two to three hours, depending on the number of participants, the intensity of the critical incident and the amount of discussion. Additional follow-up after the initial debriefing can be arranged as required.

The main goals of a CISD are to:

- Mitigate the group's reaction to a traumatic event affecting the workplace
- Facilitate the recovery process of the natural emotions and reactions to a tragic event
- Identify employees within the group that may need further counselling services by HumanaCare as a follow up to the CISD

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Critical Incidents *continued...*

What to do when a Critical Incident Occurs*?

As a manager, you play an important role in the initial response to a critical incident. It is important to know what to do if and when a Critical Incident occurs. Here are some suggestions on what to do during a Critical Incident:

- Reach out to HumanaCare by calling 1-800-661-8193 for 24/7 support and to discuss setting up a CISD.
- Ensure employees feel safe and supported.
- Discuss the appropriate and necessary facts of the incident with your employees to avoid assumptions and the spread of misinformation.
- Talk to your employees. Assure them that the management is available to support them and provide necessary information on next steps, including the CISD.

CISD Sessions are billed out at Market Rates for a minimum of two (2) hours. Check with HR to confirm how to access and if charges may apply.

Issues Managers Face following a Critical Incident

The following are some potential issues for Managers to be aware of after a critical incident:

- Employee work performance may be directly or indirectly affected by a critical incident in the workplace. Approaching scheduling and time-off requests with a more tolerant outlook may be helpful alleviating some employee stress.
- Productivity is key in any workplace. Ensure work expectations and guidelines are in place following critical incident so productivity and work performance aren't affected.
- Inappropriate behaviour can occur in response to stress. This is never an acceptable excuse and should be dealt with according to company policy.
- Recognize your limitations as a Manager/Supervisor. You are not expected to be a counsellor to your employees. Focus on work performance and HumanaCare can assist with all other aspects.

HumanaCare's Employee and Family Assistance Program can play an instrumental role in the healing process following a critical incident. It is important to be prepared to manage the immediate response after a critical incident occurs. HumanaCare is there to provide support throughout the recovery process.

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Promoting a Healthy Workplace

Having a healthy workplace is an integral part of a company's management agenda.

A healthy workplace will provide employees with structure, a sense of self-worth, motivation and the means to achieve satisfaction from the work that they do. It will also have a positive impact on the morale of employees. This can lead to an overall improved performance.

Below are some suggestions that may help contribute to a healthy workplace:

- Recognize a job well done. Employees respond best to informal and timely recognition of their efforts. This will increase their sense of value in relation to the organization and their job.

- Plan an occasional review of your organization's mission and vision statements. What values does it reflect? Is the value of people being acknowledged? Plan ways to gather input from employees throughout this process.

- Communicate and relay information. Employees look to supervisors to get the key information they may need about their jobs, any developments that are taking place within the organization and how these developments may affect them. Your employees will feel included or "in the loop".

- Promote work-life balance. In the pursuit of job success, many employees neglect their families, personal health and wellbeing. This imbalance can lead to increased stress and decreased job satisfaction. Encouraging a balance can prevent negative impact while at work.

- Provide new opportunities. Most employees enjoy the challenge of learning or applying a new skill. Try offering special products to individual team members that 'stretch' their ability and offer them a chance to try something new.

- Encourage access to the EFAP. Professionals can provide confidential help and support for a large variety of personal and work related challenges.

HumanaCare can help.

For 24 hour assistance, call 1-800-661-8193, 7 days a week, 365 days a year.

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