



Future Trends in EAP Services and Strategies: Survey Results and Consultant Insights

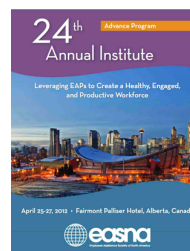
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Abstract	This presentation describes the results of a new research study of trends in the services and strategies offered by employee assistance programs (EAPs). Survey data was collected from 150 professionals in management and clinical roles from the United...
Keywords	EAP; EASNA; trends; organizational services; Employee assistance programs; Research; Counseling; Surveys and Questionnaires
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The State of the Employee Assistance Industry: What are the “Core” Services and Strategies that Define the Industry?

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Welcome



About the Presenters

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It all started last summer...

September 2011 – Presentation
at the Quarterly Meeting of the
National Behavioral Consortium



November 2011 – Published
detailed findings of study in
EASNA Research Notes



January 2012 – Published brief
article in the *Journal of Employee
Assistance* - with commentary



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AGENDA

1. What are the **Services** that Define the EA Industry?
2. What are the **Strategies** that Drive Success of the EA Industry?
3. A **Discussion** with you on what this all means for the future.

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AGENDA – PART 1




Services

**that Define
Employee
Assistance**

(by Mark)

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Action on Wellness
Building a Healthier Tomorrow Together

Action on Wellness
– An International Symposium

October 11–13, 2011
The Fairmont Banff Springs
Banff, Alberta, Canada



Your Mind@Work



THE CITY OF
CALGARY




Fort Calgary

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Survey Focused on Seven Kinds of EA Services

Based on review of the research literature and consulting experience, these services are featured:

1. Counseling and referral for individuals
2. Manager consulting and organizational support
3. Crisis and critical incident response
4. Integration with Wellness and Work/Life
5. Case management for mental health & addiction
6. Support for STD/LTD disability claim cases
7. Technology and web-enabled services

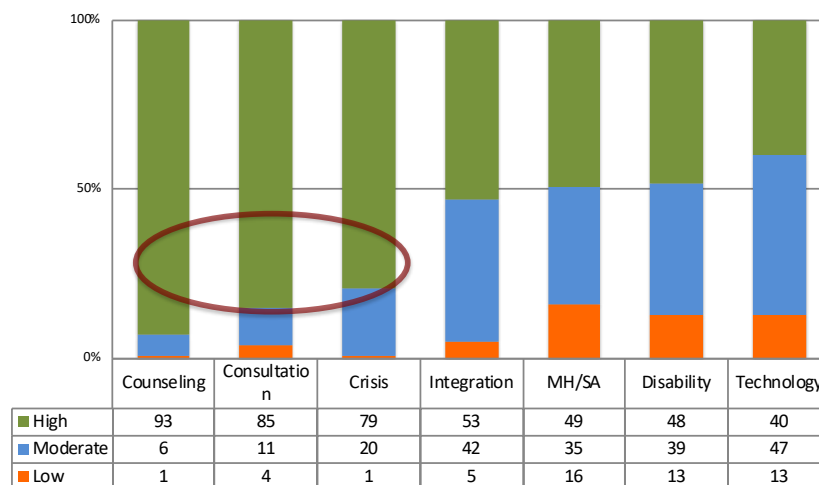
Research Study Methodology and Sample

- Internet data collection and e-mail recruitment
- Final sample of **150 respondents** (from 500+)
- From USA (77%), Canada (20%), other areas (3%)
- Mix of External EAP (51%), Internal EAP (23%), Other/Consultants (15%); and Clinicians (11%)
- Mostly Managerial (57%) or Clinical (33%) Roles
- Very Experienced – average of 18 years in EAP field
- Involved in industry trade Associations: EAPA 64%; EASNA 39%; EAR 8%, EAC 3%; and NBC 7%
- Age: 55 year avg. (25-78) / Sex: 52% M & 48% F

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ROLE IN DEFINING EAP

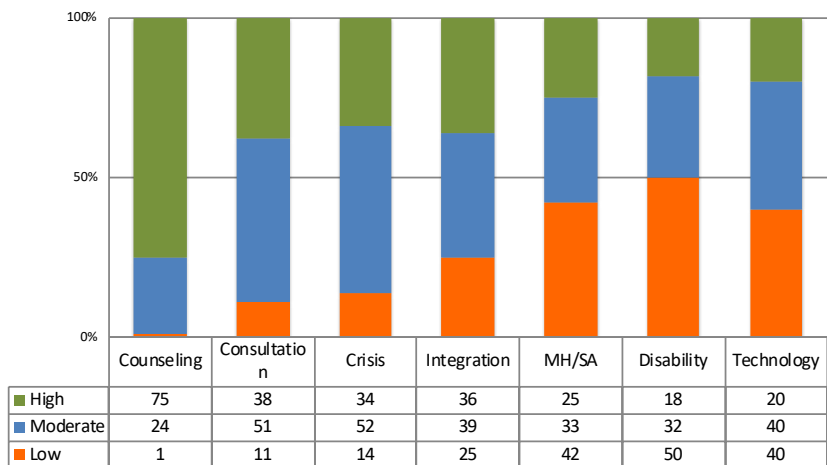
In your opinion, how important is this type of service to defining what an EAP should be?



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USE LEVEL

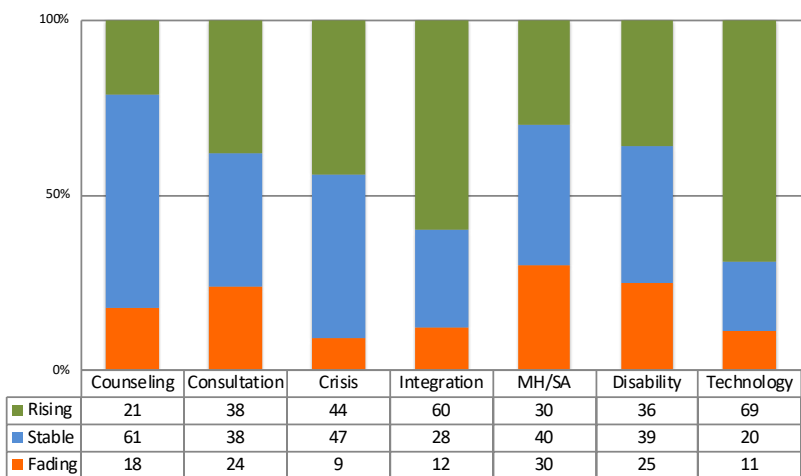
How often is this service used by your client organization(s)?



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VALUE TREND

How is the business value of this type of service currently perceived in the EAP industry?



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RESULTS for EA Services: Type I Core Capabilities – “The Big 3”

All three rated highest in *Define What EAP Should Be*

- Counseling and referral for individuals
 - HIGH USE + STABLE VALUE
- Manager consulting and organizational support
 - MODERATE USE + STABLE/RISING VALUE
- Crisis and critical incident response
 - MODERATE USE + STABLE/RISING VALUE

EAP Core

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RESULTS for EA Services: Type 2 Beyond the Core – “Pareto Cases”

- Case management by EAP for mental health & addiction cases who are at higher risk and clinical severity than traditional EA caseload
 - LOW USE + MIXED VALUE
- Collaborative support by EAP for STD/LTD disability claim cases with mental health & addiction primary diagnoses or comorbid issues
 - LOW USE + STABLE/RISING VALUE

Pareto

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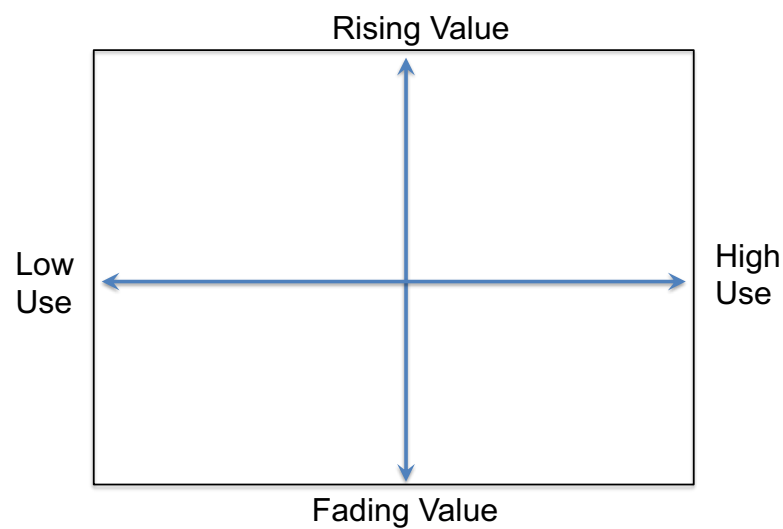
RESULTS for EA Services: Type 3 Beyond the Core – “Connection”

- Integration with Wellness and Work/Life
 - MIXED USE + RISING VALUE
- Technology and web-enabled services
 - LOW/MODERATE USE + RISING VALUE

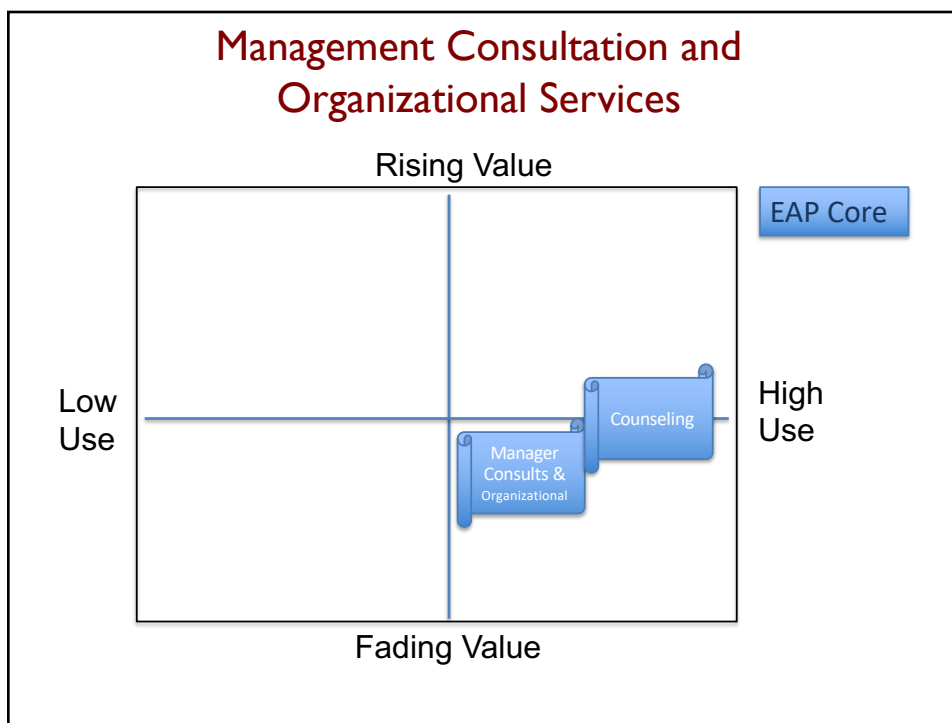
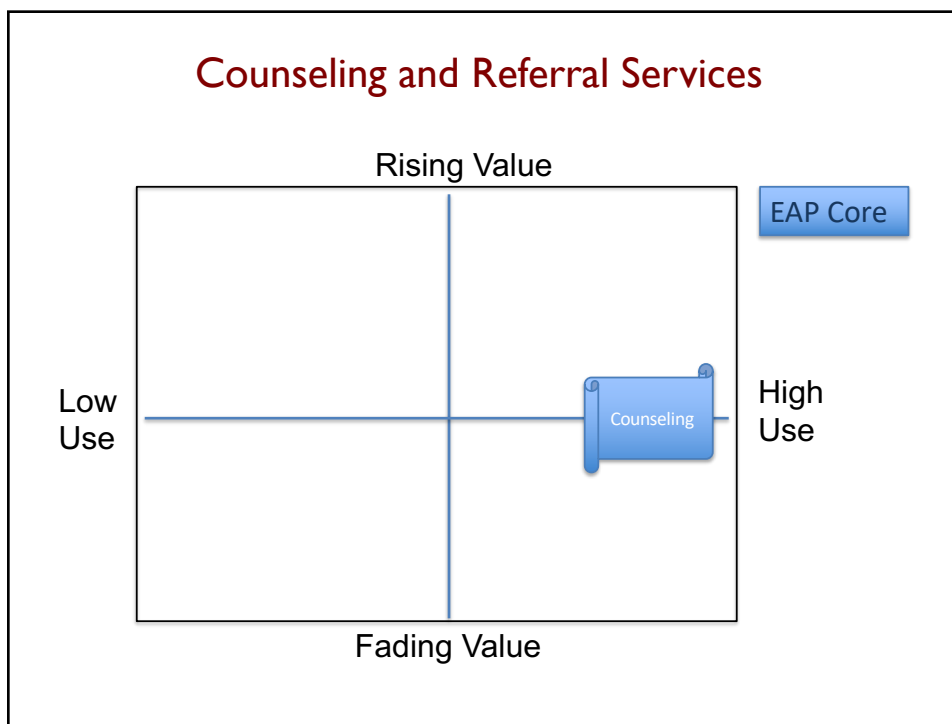
Connect

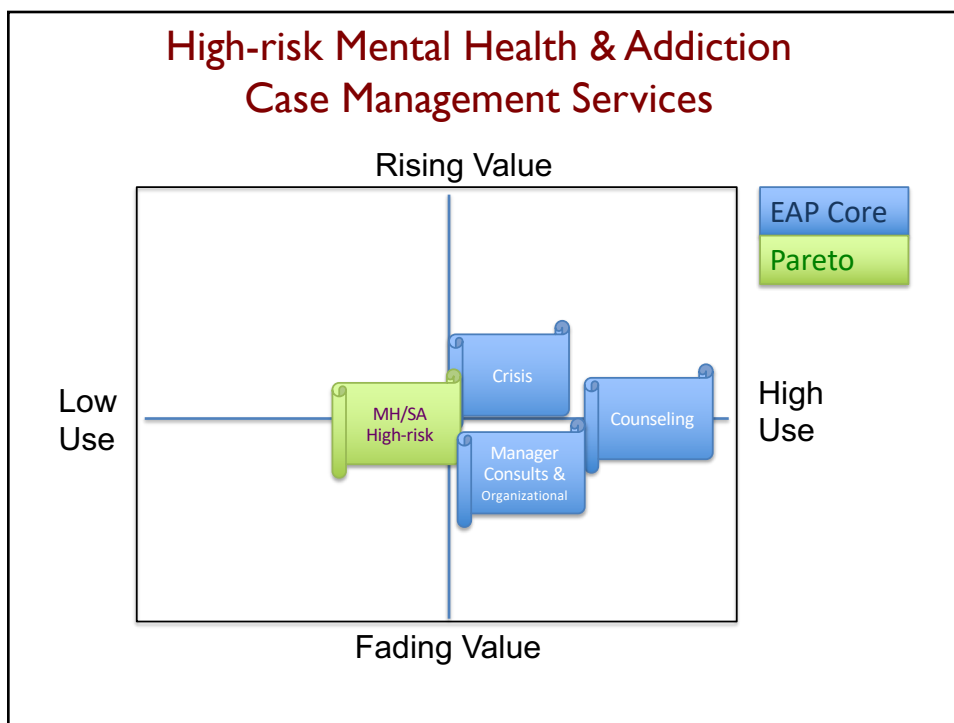
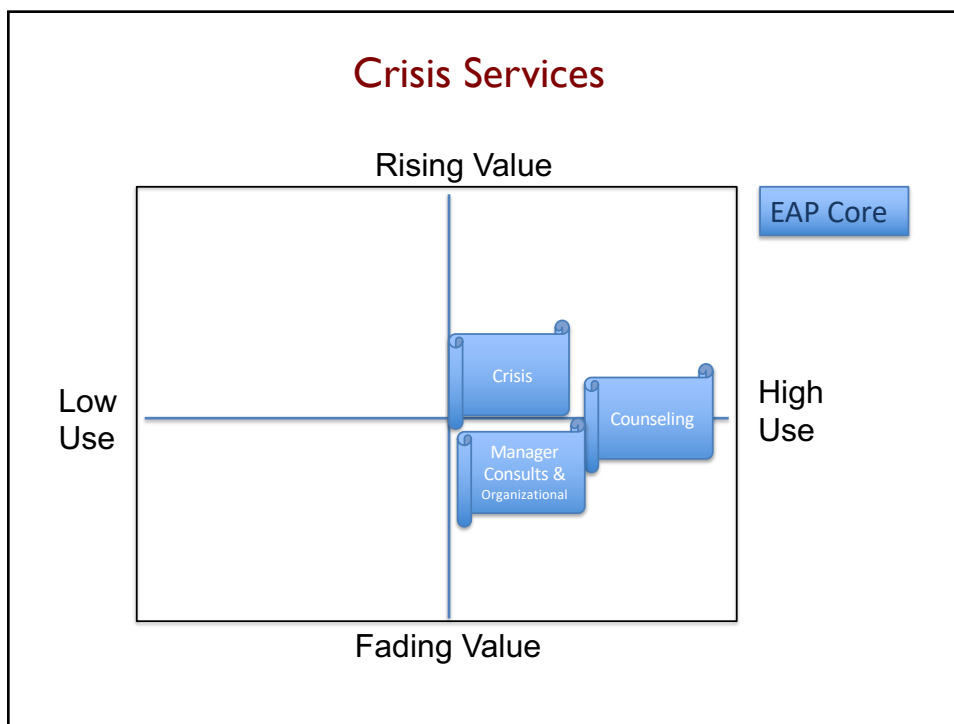
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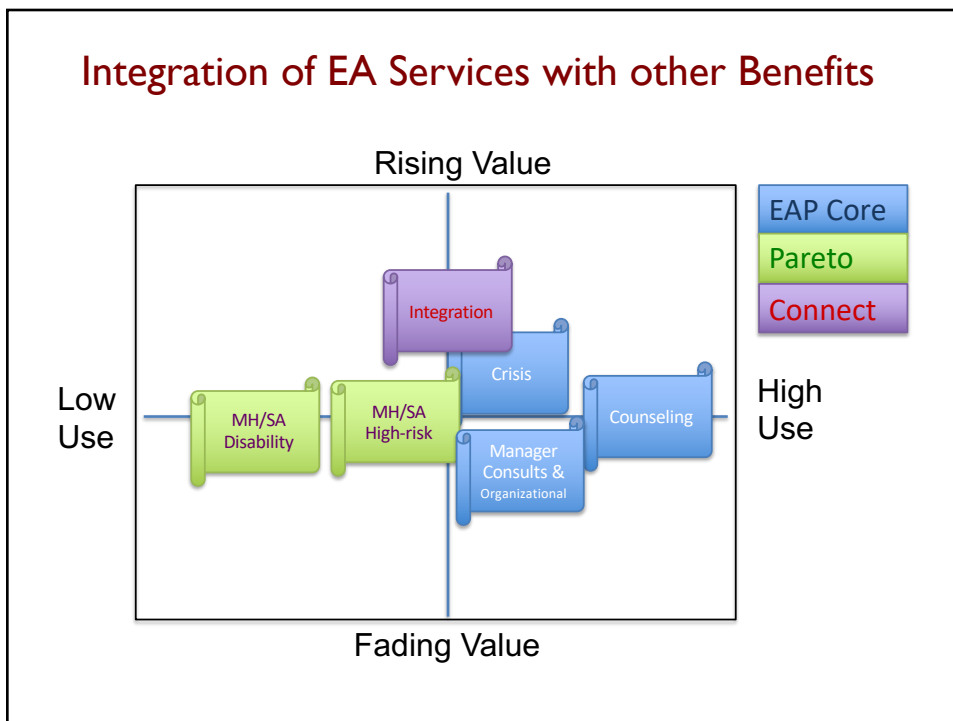
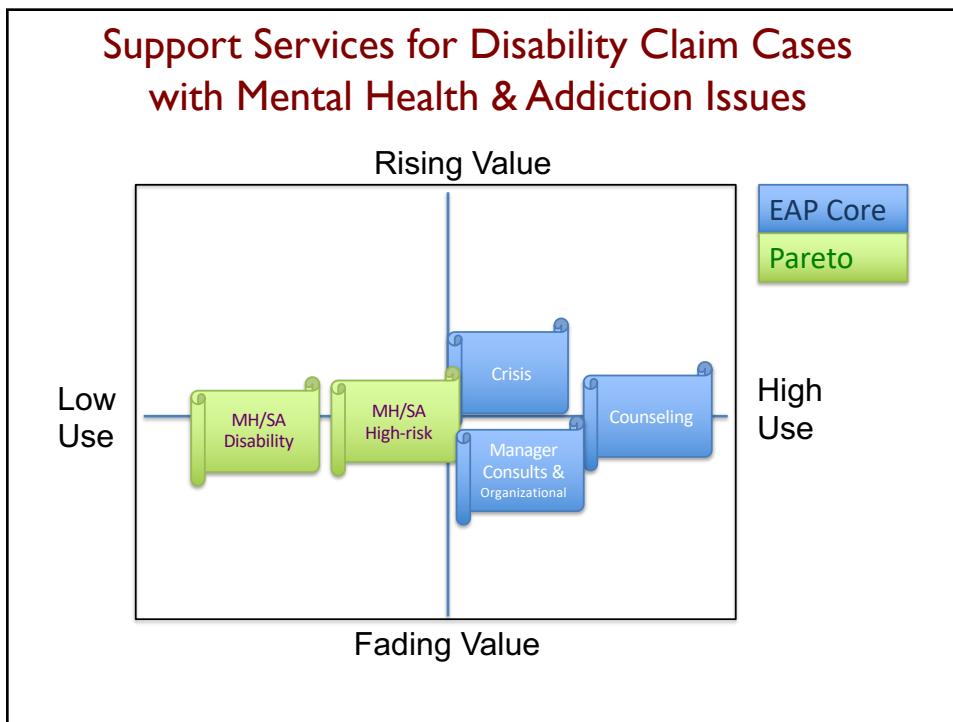
Understanding EA Services in a two-dimensional space or “Market Map”

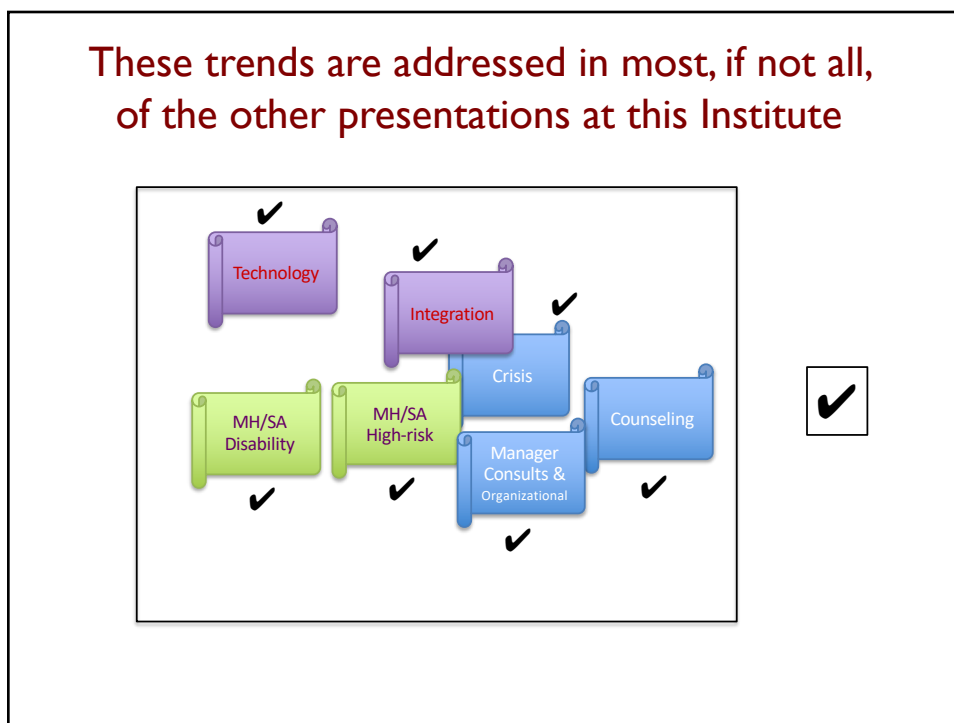
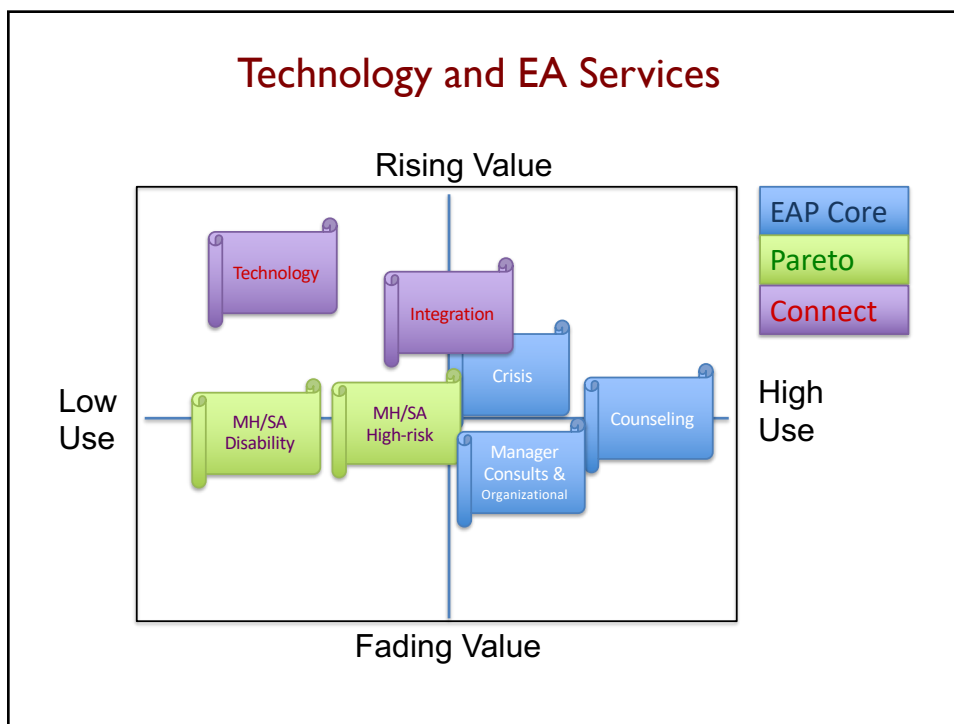


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AGENDA – PART 2



Strategies

***for Future Success
in the Employee
Assistance
Industry***

(by John)

The Virgin Islands



Forecasting EA Business Strategies: Seeing the Challenges of “Market Realities” as Opportunities for Growth

- Demand for innovation
- Price sensitivity
- Highly competitive
- Questioning of traditional EAP value
- Behavior side of health strategy is weak
- Technology is taking on prominence

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Forecasting EA Business Strategies: Identifying Current & Future Positioning

- Culture of health/health strategies
- Proactive approach with EAP as behavior experts
- Health and wellness integration
- Leverage skill but not EAP name
- Engage employees
- Value proposition (consultants vs. counselors)
- Offering strategies vs. programs
- Technology (e-health, m-health, social media)
- Share data to demonstrate outcomes and ROI

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Qualitative Questions in Our Study

1. Which of the different types of employee assistance services in the previous section best fit with today's marketplace realities and opportunities? Please explain why.
1. Given your knowledge of the marketplace, can the value of an EAP be enhanced by also offering services that provide more of a strategic, proactive and consultative approach to the organization? If yes, why? If no, why not?
1. In the bigger picture, what societal or business trend do you think will contribute most to the viability and success of the employee assistance industry in the future?

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Qualitative Question | RESULTS: Which Services Best Fit Today's Marketplace?

- **Technology:** service, efficiency, access, social media, gaming (play)
- **Integration:** work/life, health and wellness, disability claims management
- **Face-to-face counseling:** viewed as critical
- **Overall value of EAP:** lost credibility, EA is viewed as simply counseling, employers do not value traditional service (price stagnation)

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Qualitative Question 2 RESULTS:
What Services/Strategies Enhance EA Value?

- **Proactive:** serving beyond the normal 5-10% of population, collaborate more with wellness
- **Demonstrate value:** outcomes reporting, ROI, distinguishing free from fee-based EAP types
- **Behavior experts:** leverage EAP skills better
- **Overcoming resistance to change:** too difficult to sell, our staff will need new skills, too costly to change our business model

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Qualitative Question 3 RESULTS:
Which Societal/Business Trends Most Affect EA?

- **Technology:** social media, self-management, online service, instant access, video-gaming
- **Workplace change:** health care reform, economy, retention, aging population, globalization, violence, natural disasters
- **Health and productivity (H&P):** partnering, impact of behavioral issues, culture of health
- **Looking forward:** restate value proposition, change the name, and avoid becoming a non-profession

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Health & Productivity Priorities

THEME endorsed in a Survey of HR and Health Benefit Professionals at organizations with 1,000+ employees	USA (n = 248) %	CANADA (n = 87) %
Improve the physical health of employees	77	49
Educate employees to be more informed consumers of health care	76	41
Develop a workplace culture where employees are accountable and supported for their health and well-being	66	54
Improve the mental health of employees	62	61
Improve the emotional/social health of employees	48	60
Incorporate workforce well-being and work/life balance as a key attraction and retention strategy	48	52
Adopt new technologies to improve employee engagement and change social workplace norms	47	30

2011/2012 Staying@Work Survey Report North America

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Differentiators of Highly Effective H&P Programs

- Targeting and addressing mental health issues
- Taking action to mitigate the leading causes of workplace stress
- Proactively measuring population health risks and offering targeted programs for high-risk individuals
- Using worksite or homesite assessments for early identification of health and safety issues
- Offering easy access to preventive and other health care services, often via onsite health centers

2011/2012 *Staying@Work Survey Report North America*
 Towers Watson and the National Business Group on Health
 Free download at: <http://www.towerswatson.com/united-states/research/6031>



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GENERATION FLUX

FASTCOMPANY

“Nostalgia is a natural human emotion, a survival mechanism that pushes people to avoid risk by applying what we've learned and relying on what's worked before. It's also about as useful as an appendix right now. When times seem uncertain, we instinctively become more conservative; we look to the past, to times that seem simpler, and we have the urge to re-create them. This impulse is as true for businesses as for people. But when the past has been blown away by new technology, by the ubiquitous and always-on global hypernetwork, beloved past practices may well be useless.”

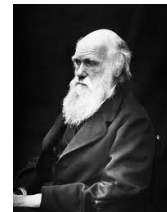
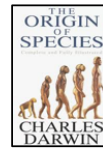
Robert Safian, *Fast Company*, February 2012

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“It is not the strongest of the species that survives, nor the most intelligent.

It is the one that is most adaptable to change.”

Charles Darwin, 1860's



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AGENDA – PART 3



**Group
Discussion**

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<p>How do the three core services of EAP fit with today's marketplace realities?</p>	<ul style="list-style-type: none"> • brief counseling and referral • management consultations and organizational support • crisis
<p>Given your knowledge of the marketplace, which of the four newer services and strategies will sell?</p>	<ul style="list-style-type: none"> • mental health & addiction • disability cases • integration • technology

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Our Research Reports

Attridge, M., & Burke, J. (2011, September). *Two perspectives on the employee assistance field: What are the services and strategies that define the future of the industry*. Invited address at the fall meeting of the National Behavioral Consortium, Las Vegas, NV.

Attridge, M., & Burke, J. (2011, November). Trends in EAP services and strategies: An industry survey. *EASNA Research Notes, Vol. 2, No. 3*. Available from: <http://www.easna.org/publications> {No Cost Download}

Attridge, M., & Burke, J. (2012). Future trends in EAP: Highlights from an industry survey. *Journal of Employee Assistance, 42*(1), 24-27.

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New Survey on Industry Benchmarks of EAP External Providers in Canada and US

- Funded by the Employee Assistance Research Foundation (EARF)
- Conducted by the National Behavioral Consortium.
- Focus: *What are the basic metrics and operational characteristics that describe External EAP Vendors and their provision of services?*
- Data is collected via an online survey using a secure website.
- Results will be publicly available as a resource for the industry and published in a scholarly research journal.
- You can have a vital role in the success of the study by promoting awareness of the project and by participating in the survey.
- Project Lead: Stan Granberry, PhD, Executive Director, NBC



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Thank You



Please fill out the evaluation sheet

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