



HR Toolkit: Your Guide to the Employee Assistance Program

Performance Consultation

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username: **BHSVIP**





BHS provides unlimited telephonic consultation to assist management and supervisors in identifying, confronting and moving problem situations to a positive resolution.

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WELCOME TO BHS



SCOPE OF SERVICE

The EAP is a comprehensive behavioral health and well-being program that offers free, voluntary, and confidential problem-solving resources to employees and their household members. The EAP provides assessment, short-term intervention, and referral services.

By offering quick, accessible consultation services, the EAP strives to prevent an employee's personal problems from ultimately affecting his or her work performance.

PROGRAM FEATURES

- ✦ Unlimited telephonic access to a master's level clinicians 24 hours a day, 7 days a week
- ✦ In-the-moment support, assessments and short-term counseling
- ✦ Resources for legal, financial, child care, elder care and work/life concerns
- ✦ Referrals to various local resources
- ✦ Follow up to ensure satisfaction by a dedicated Care Coordinator
- ✦ Participant portal accessible online or via the BHS App
- ✦ Dedicated Program Manager
- ✦ Critical Incident Services
- ✦ Supervisor Portal
- ✦ Monthly Newsletter



Our Mission

At BHS, our mission is to transform organizations by empowering individuals to reach their fullest potential.



Our Values

We treat our customer and our employees the same way: **Extraordinarily.**

COMMITMENT

We are customer-focused and committed to your success. That means we take care of your employees and your bottom line. We never lose sight of our objectives. We are passionate about what we do and care deeply about achieving results.

ACTIVE ENGAGEMENT

We emphasize the person-to-person approach in everything we do. We stay in constant contact with our customers and the people we serve. We also inspire active engagement in everyone who takes part in a BHS program—inspiring them to reach their potential, earning their commitment and working with them to change real behaviors at the individual level.

DELIVERING ON PROMISES

We pride ourselves on our foresight, our responsiveness and our accountability. We work as hard as it takes to accomplish what we set out to do. We also treat our employees the way we want them to treat our customers.

CELEBRATING SUCCESS

We're about the journey and the outcomes. When we reach a milestone, we honor the accomplishment. We are working toward transforming each individual and the entire organization; and we understand that reflection and celebration help make the transformation meaningful.



Meet Your Senior Performance Consultation Team



Emily Gibson, M.S.

SENIOR
PERFORMANCE CONSULTANT

EMILY GIBSON, M.S.

Direct **443-738-0165** | Ext. 128

egibson@bhsonline.com

Masters of Community Mental Health Counseling

Passion Areas:

- Crisis Management
- Domestic Violence
- Grief and Loss

Emily's hobbies include baking (especially pies!), board games and traveling with family.

What customers are saying...

“I most appreciate the active outreach and input I received. She truly cares about the situation and ensuring the referred employee receives the best attention possible.”



Katie Molling, LMSW

SENIOR
PERFORMANCE CONSULTANT

KATIE MOLLING, LMSW

Direct **443-738-0152** | Ext. 204

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Licensed Masters Social Worker

Passion Areas:

- Crisis Management
- Eating Disorders
- Work-Life Balance

Katie's hobbies include backpacking national parks, traveling and going to concerts.

What customers are saying...

“Your services and the wonderful people who helped me guided me and threw life preservers, showed me the different paths I could take to find my way again to happiness. I truly cannot thank you enough.”



Natalie Schraner, LPC

SENIOR
PERFORMANCE CONSULTANT

NATALIE SCHRANER, LPC

Direct **443-738-0177** | Ext. 116

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Licensed Professional Counselor

Passion Areas:

- Crisis Management
- Diversity and Inclusion Initiatives
- Substance Abuse
- Emotional Well-being of Leadership

Natalie's hobbies include hiking, aromatherapy and spending time with her family.

What customers are saying...

“I have never utilized an EAP benefit and this far exceeded my expectations. Natalie reassured me numerous times and has really been amazing with the follow-through.”



Joel Witherspoon, M.S., LPC

SENIOR
PERFORMANCE CONSULTANT

JOEL WITHERSPOON, M.S., LPC

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Licensed Professional Counselor

Passion Areas:

- Threat Assessment
- Substance Abuse-related Issues
- Disruptive Behavior in the Workplaces

Joel's hobbies include working out, watching college basketball and NFL football, and spending time with his son, daughter-in-law and two labs, Macie and Amber.

What customers are saying...

“[BHS] is a group of caring, dedicated people on a mission to promote healthy solutions to everyday issues, resolve personal and occupational crises, and facilitate guidance through life's complex pathways.”



Performance Consultation

BHS provides managers and leaders access to a team of Performance Consultants to help you develop your professional skills and to successfully manage and lead your staff. Our goal is for management to have an outside, objective resource to discuss challenging situations in manageable terms and to focus on problem-solving and skill-building techniques. Performance Consultants are a specialized sub-set of our care coordination team of master's level clinicians who are specifically trained to provide expert support to you. With positive guidance and support, our Performance Consultants help you become more effective in leading your teams and improving supervisory and leadership skills.

SOME EXAMPLES OF HOW WE CAN SUPPORT YOU:

Personal Coaching

- Leadership Skill building
- Change Management
- Work-life Balance
- Stress/Anxiety

Management Issues

- Difficult Employee Discussions
- Employee Coaching
- Performance Management
- Communication

Workplace Risks

- Morale Issues
- Workplace Violence
- Conflict Resolution
- Substance Abuse

It is important to note that BHS Performance Consultants act as a partner with your Human Resource (HR) department and therefore anytime a serious organizational issue is raised (e.g., policy questions, workplace violence, etc.) the BHS Performance Consultant will consult with your HR Department to help resolve the issue.



Confidentiality

BHS follows all federal and state privacy laws. When you speak with us, you can trust that your conversations and information will be kept completely confidential.

Contact a BHS Performance Consultant today.

866-594-7292





Performance Management

Early intervention is key to managing disruptive behaviors in the workplace. BHS specializes in supporting supervisors with moving difficult employee and workplace situations to a positive resolution. Supervisors have access to BHS Performance Consultants, who are master's level clinicians specially trained to guide them through every step of the Employee Assistance Program (EAP) management referral process. Performance Consultants coach supervisors to identify workplace problems, appropriately and effectively approach troubled employees, document workplace behavior and understand the EAP's role as a true workplace partner.

SOME ISSUES EAP REFERRALS ADDRESS:



Performance

Missed Deadlines
Mistakes/Errors
Productivity Loss
Poor Customer Care



Behavioral

Absenteeism
Conflict/Anger
Tardiness
Presenteeism



Risks

Harassment
Substance Abuse
Suicidal Ideation
Violence/Threats

What are the benefits?

- Improve productivity and performance
- Retain valuable employees
- Restore employee well-being and improve job performance
- Motivate employees to seek and accept appropriate help when needed
- Improve workplace culture and morale
- Reduce workplace violence and absenteeism



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Assistance Program Referrals



BHS offers four different assistance program referrals. Your workplace may choose to offer any or all of the following categories as a performance management tool.

SELF-REFERRAL

The employee calls in and it is completely confidential. This accounts for 95 percent of all calls into BHS.

INFORMAL REFERRAL

The employee is struggling personally, but job performance has not been impacted. The supervisor reminds the employee about the free and confidential services available and how to access them. For sensitive situations, the supervisor may choose to notify BHS that the employee might call in. However, compliance reporting and workplace updates do not occur.

Ideally, this would be the most common referral type. A supervisor typically sees an employee more frequently than HR and is able to recognize opportunities to provide support before minor issues become bigger problems.

FORMAL REFERRAL

The employee has been demonstrating signs of deteriorating job performance or has done something that violated your company's policies. The formal referral typically is delivered along with a written warning or performance improvement plan.

MANDATORY REFERRAL

The employee has broken a company policy that could be viewed as a terminable offense or has not improved their performance following previous interventions.

This referral type typically is delivered along with a last chance agreement. If the behavior does not improve, it most likely will lead to termination. BHS manages these cases with stricter deadlines to follow through with services and recommendations because the employee's position is on the line.

BHS will consult with your organization on how to incorporate these referrals into your performance strategies.



AN EAP REFERRAL CAN BE A POSITIVE STEP

In initiating treatment, behavior change, long-term recovery and preservation of employment, even in the face of serious policy violations.

How Does the Management Referral Process Work?

When an employee is struggling at work, early intervention can help get that employee back on track. Employers can help their employees by proactively recommending the EAP when they are made aware of an issue that interferes with an employee's well-being. When it starts to interfere with work performance, a formal referral process should be followed. Your employee assistance program (EAP) through BHS can guide your organization through the management referral process by providing support, education and resources.

Supervisors may need to consult with human resources (HR) prior to beginning the management referral process. After contacting your HR office, the process includes the following:

- 1** | **Call the toll-free BHS Performance Consultation Line at 866-594-7292.**
Speak with a Performance Consultant about any concerns regarding your employee. You will need to provide the following information to the Performance Consultant:
 - History of the issue
 - Job performance concerns
 - Previous disciplinary actions
 - Goals and expectations of the referral
- 2** | **Develop a plan with a BHS Performance Consultant.**
The Performance Consultant will develop a plan with you to address your concerns. He/she will review the management referral process with you, including the Release of Information, a deadline for the employee to access the EAP, compliance information and the follow-up process.
- 3** | **Talk to the employee.**
The Performance Consultant will direct you to speak with the employee about work performance issues, the management referral process and expectations. During the meeting with an employee, a Release of Information form will be signed by the employee and sent back to BHS via fax at 410-929-7394. After the Release of Information form has been received, the employee will be instructed to call the EAP at 800-327-2251.
- 4** | **The employee calls BHS.**
When the employee calls BHS, a Care Coordinator will perform an assessment to determine what the employee needs and connect them with the most appropriate service through the EAP or health insurance.
- 5** | **BHS follows up after the management referral.**
The Performance Consultant will provide you with updates on the employee's attendance to sessions, engagement and recommendations for additional levels of care, if needed. You will also be expected to continue to provide updates on the employee's current workplace performance so the Performance Consultant can determine if more work is needed or if the issues are resolved within the EAP.

Services are available 24 hours a day, 7 days a week.

Contact a BHS Performance Consultant for more information about the Management Referral process.

866-594-7292



Financial Referrals



If your workplace provides financial support for employees that need assistance during a time of crisis, BHS can help. These resources might be in the form of salary advanced loans, vacation buy back, grant funding, emergency funds or a donation of vacation time. BHS can partner with you to create a formalized referral process, ensure participants understand how the EAP can help and ensure the funds available are fairly distributed.

The Financial Referral Process

- 1** | **Call the BHS Performance Consultation line at 866-594-7292.** A BHS Performance Consultant will gather information and develop a plan for the referral. He/she will assist you with the Release of Information (ROI), create a deadline for the employee to access the EAP and review compliance information and the follow-up process.
- 2** | **Talk to the employee.** The Performance Consultant will direct you to meet with the employee about the referral process and initiate the ROI to be signed.
- 3** | **Employee calls BHS at 800-327-2251.** The employee is required to call BHS and have a needs assessment. Based on the assessment they will be given a referral to either an EAP provider for a session or to our financial department for an in-depth financial counseling session or both.

When the employee is referred for in-depth financial consultations, in order to be fully compliant, BHS requires an initial assessment, completion of follow up recommendations (e.g., a budget or cash flow worksheet) and a discussion to review the process. With a signed ROI, BHS will provide updates to the workplace on the recommendations provided to the participant, as well as their compliance with follow through.

Benefits of Using BHS Financial Referrals Services

- Convenient, online submissions of EAP referral and ROI forms via our HIPPA-compliant site
- BHS can advise you on best practices for setting up financial referral procedures and help build the procedure into your policy
- In encouraging the use of EAP services, the BHS EAP can make recommendations to help the participant's overall financial situation so future assistance is not needed, which helps the organization by reducing the frequency of repeat requesters
- Services are available 24 hours a day, 7 days a week

Contact a BHS Performance Consultant for more information about Financial Referral Services.

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I Have Been Referred to the EAP, Now What?



If you have been asked by your employer to utilize Employee Assistance Program (EAP) services, it may make you feel overwhelmed, confused and leaving you wondering what will happen next. Your Performance Consultant will help guide you through the process, get you connected to the appropriate resources, and report compliance and recommendations to your workplace. The EAP is here to support and assist you in utilizing helpful strategies and developing the necessary tools to help you succeed. This step-by-step guide will help you better understand next steps and what to expect as you move forward.

1 | **Call the EAP at 800-327-2251.** Your first step toward improvement is to call the EAP to initiate your referral. The Care Coordinator or Performance Consultant who takes your call will complete an assessment with you which will cover the reason for the referral, what stressors you currently have in your life, strategies you use to cope and what your own goals are. They may talk to you about tools you can start using immediately to make changes. The Performance Consultant will also make a plan with you for next steps. This plan will involve getting you connected to an EAP provider, treatment center or other community resource.

2 | **Scheduling with a Provider or Treatment Center.** If you are connected to an EAP provider for sessions, the provider will call you to schedule your first appointment. If your workplace referred you for a concern related to substance use, such as a positive drug screen, you may be required to have an evaluation at a treatment center. It is also possible that you may be asked to follow up with a community resource. If this is the case, your Performance Consultant will work with you to get connected to a facility or resource that accepts your health insurance.

3 | **Compliance.** Your compliance with the referral process is dependent on a few factors. You need to be engaged in the process; simply showing up to sessions but not working with your provider to develop tools and brainstorm strategies will not be beneficial to you. You are required to follow the provider's recommendations. Sometimes a provider may recommend something beyond EAP sessions, such as continued therapy, treatment or a connection to other community resources. Your Performance Consultant will check in with you periodically to offer continued support. Like your employer, the EAP wants to help you succeed!

4 | **Completion.** Once you have completed the recommended sessions or treatment, your Performance Consultant will report your compliance to your workplace. You may continue to hear from your Performance Consultant after your successful completion of EAP recommendations to make sure that things continue to go well and to offer support.

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Frequently Asked Questions

Q. Will everything I talk to the provider about be reported back to my employer?

A. No! Your privacy is important to the EAP. Once you sign a release, the only thing that your Performance Consultant will report back to the workplace is when your sessions are, that you're attending and engaged in the process, and any recommendations the provider has.

Q. How long does this process take?

A. There is no one-size-fits-all approach to an EAP referral, so it's not possible for us to say that each case lasts for a specific amount of time. Your Performance Consultant will be involved every step of the way to help you understand recommendations made so that you can feel comfortable with where you are at any given time in the referral process.

Q. How far will I have to go to meet with someone?

A. If it is recommended that you meet with an EAP provider, we will find you someone within a 30-mile radius of your preferred zip code. If you need to be referred to a treatment center or other provider/resource, we will work with you to find those closest to you with the most appropriate care that accept your health insurance.

Q. What if I don't agree with the reason for the referral?

A. It is not unusual to feel defensive, hurt, and confused when confronted with any sort of constructive feedback from your employer. If you have concerns about why you are being referred, take them to your supervisor or your Human Resources department, they should help make their decision clear for you.

Q. What happens if I don't comply?

A. The response to non-compliance is up to your workplace. The EAP is here to help and support you and your Performance Consultant will work with you to understand what barriers you may be experiencing so that a plan can be made to get you back on track. If that's not possible, non-compliance with an EAP referral typically leads to progressive disciplinary action and in some cases can lead to termination. If you have questions about what the consequences of non-compliance might be, you should follow up with your supervisor or your Human Resources department.

Q. Can I continue in sessions with my EAP provider once my workplace referral is complete?

A. Once you conclude your workplace referral, that case will be considered completed. You can call the EAP to request what is called a voluntary case, and feel confident that no information will be shared with your workplace. A Care Coordinator will speak with you to do an assessment to determine the most appropriate next steps whether that is connecting you to an EAP provider for sessions (you can request to see the same provider), helping you get connected to a provider through your health insurance for long-term care, or getting you connected to community resources.

Q. What happens if I have questions about what the Release of Information means?

A. If you have any questions about the Release of Information that makes you concerned about signing, call your BHS Performance Consultant at 866-594-7292. They can answer any questions and help you through the process.

Contact BHS today to get started.

800-327-2251

Transitioning an Employee Back to Work



There are a multitude of reasons why an employee may have taken a leave of absence from work. Although an employee's return to work should be handled on a case-by-case basis, there are some things you can do to ease the process for both the employee and the workplace.

Keep in Touch

If it's possible and the employee who is away agrees, try to maintain a certain level of communication. If the individual is out sick or on maternity leave, for example, they may actually enjoy being kept up-to-date with what is going on in the workplace while they are gone. The focus of this communication should be to maintain rapport and help the employee feel like they are still in the loop. Remember to respect any boundaries or limits an employee places on this communication while they are out.

Internal Communication

It is important to keep the employee's co-workers informed of their return to work, so that everyone is on the same page. A plan can be made about how to welcome this person back. Openly communicate about how people are feeling about the employee's return while maintaining the employee's privacy. When welcoming back someone who is returning from something more serious, it is helpful to remind co-workers to be supportive without bombarding the employee with questions or an over-exaggeration of sympathy. The Performance Consultants at BHS can help you develop a plan tailored to your company's needs.

Returning From Sick Leave

An employee returning to work after sick leave requires more planning to help make the transition a smooth one. Unlike taking a vacation or sabbatical, an employee who takes a leave of absence due to a medical or mental health concern needs time to recover before a return to work. Their transition back should involve a plan that involves understanding, flexibility, and respect of privacy. It is a good idea to accompany the employee during their first days back to help reacquaint them with their work, provide updates on any major changes that occurred, and show them anything that was adjusted to meet their needs. If the employee has documentation for accommodations, make sure that these are thoroughly reviewed and addressed. It is normal for an employee who is returning from sick leave to have a certain level of disengagement and low energy, so keep an eye on the employee to make sure that it doesn't persist and affect their work performance. The Performance Consultants at BHS can help you understand how to best support an employee in this situation.

Returning After a Tragedy

Returning to work after the loss of a loved one or other traumatic event can be a difficult transition. If the employee has given you permission to do so, it is helpful to alert the employee's co-workers of the loss so that they are aware and the employee doesn't have to have that difficult conversation with

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everyone. Find out if the employee would prefer not to talk about it at all and communicate their preference to the rest of the team. Additionally, provide resources to the staff to help them understand the grieving process so that they can have an understanding of what their co-worker is experiencing and appropriate ways to show support. BHS has several tip sheets about grief that you can disseminate to employees. It is normal for someone who is grieving to have low energy and seem disengaged. Keep the communication going and check in frequently to see how the employee is coping with being back to work and what assistance they may need as they get back into their routine. Remind the employee of the support that is offered through the Employee Assistance Program. Here are some helpful things that supervisors can say to show support:

- “I’m sorry for your loss.”
- “I’m here to listen anytime you want to talk.”
- “I’m thinking of you.”
- “We want to support you in your return to work, let’s talk about how we can help you.”

Returning After Workplace Referral

There are times when an employee will need to be asked to leave work and return only after they have been evaluated by a physician or mental health professional and provided with return-to-work documentation. In the case of a substance use issue, an employee may have been out to attend a treatment program. Just like a return from sick leave, the transition back for an employee who was out as the result of a workplace referral should involve understanding and flexibility. Accompany the employee on their first days back as they get reacquainted. Your Performance Consultant will keep in touch to pass along any recommendations made by a provider or treatment program and can help discuss any concerns you have both prior to the employee’s return and after. It is normal for an employee to experience some challenges but the team at BHS can help you discern if a behavior you’re seeing is to be expected or something to address.

Tips for all Transition Plans

- Communicate and explain any changes during an employee’s absence
- Provide specific reasoning behind any changes to an employee’s tasks or workload and allow time for the employee to adjust
- Provide clear return-to-work expectations
- Expect that an employee will likely not perform at 100 percent immediately upon return
- Check in frequently with the employee during the initial days and weeks after their return to ensure that they are supported and to address any challenges before they become problems

Contact a BHS Performance Consultant to help you support your employee in getting back to work.

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Suicidal Statements in the Workplace



Suspecting that an employee is suicidal can be frightening, confusing, and leave those around them feeling helpless. It can be difficult to discern when it is necessary to become involved and how to respond. BHS can help guide managers on the right approach to take and act as a support for a struggling employee.

Warning Signs

How do I know if an employee is suicidal or at-risk? Some signs are clear and indicate a need for immediate action:

- Talking about suicide or death
- Making statements like “I wish I was dead” or “I want to end it all”
- Other, less direct verbal cues such as “What’s the point of living?,” “Who cares if I’m dead, anyway?” or “Soon, you won’t have to worry about me.”
- Statements of hopelessness

Other signs of possible risk include:

- Changes in hygiene or appearance
- Sudden unexplained deterioration of performance or productivity
- Uncharacteristic isolation from others
- Giving away possessions

How to Respond

It is important to take every threat seriously. Have a discussion with the employee about your concerns, outlining what you are seeing and hearing. If the employee exhibited any of the signs above that require immediate action, speak with them right away and work on a safety plan to be sure they will not be left alone. When discussing your concerns with the employee take the following into account:

- Have the conversation in a private place where you will be free from interruptions
- Bring up concerns directly (either what you have witnessed or what has been reported to you)
- Offer support to assist in accessing help as needed. A possible conversation starter could look like this: “Joe, it was brought to my attention that you made some statements to your co-workers about not wanting to be around anymore. This was very concerning to them, and to me, and we want to be sure you are okay. Can we talk about what’s going on?”
- Ask the employee if he has thoughts of or plans for suicide. Being direct with this question is important and will not cause someone who is not actively suicidal to become so.
- Listen to the employee without giving advice, minimizing their concerns and feelings, or trying to make them feel better

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Do say things like:

- “It sounds like things have been rough for you lately.”
- “I’m sorry to hear about your troubles, would you like to talk about it?”
- “Thank you for opening up to me.”
- “What can I do to help and support you right now?”

Avoid saying things like:

- “It could be worse.”
- “Everyone feels that way sometimes.”
- “You’ve got to pull yourself together.”
- “Try thinking happier thoughts

Talk to the employee about getting help and offer to contact BHS to connect him/her with support. The BHS Care Coordinator will assess the employee and make a determination for the most appropriate next steps. This could mean helping the employee obtain an appointment with a BHS provider, getting them connected to community resources, or making a plan to get the employee connected with emergency services.

What if the employee refuses help?

- If there is immediate risk of harm, call 911
- Consider contacting the employee’s listed emergency contact to notify them of your concerns
- If you become aware of possible risk when the employee is not at work, attempt to make contact with them. If you are unable to reach them, you can contact law enforcement to request a welfare check at their home
- Consult with your Human Resources department and call BHS for direction and support

After the Fact

Even when you know you have done everything possible to support your employee, it is natural to feel unsettled and preoccupied. It is important to take care of yourself after assisting someone who expressed suicidal thoughts. Here are some things to remember after the fact:

- Try not to dwell on what you think you “could” or “should” have done. Remember that you were there in-the-moment to offer support and did whatever you could to help
- Remember that it’s okay to feel upset – it’s a sign that you care
- Talk about your feelings. The EAP is here for you through every step of the process and can help you process and debrief

Contact a BHS Performance Consultant to find the right approach in dealing with a struggling employee.

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Fitness-for-Duty



EAPs often get the question: “Can my employee return to work?” or “Are they “fit-for-duty?” Through a standard referral with a signed Release of Information (ROI), **BHS can provide information on whether an employee is or is not a threat to himself or others at the time of his assessment or last appointment. We can also recommend whether an individual needs a higher level of care or a fitness-for-duty exam.**

A fitness-for-duty evaluation can provide concrete information about an employee’s level of functioning and appropriateness for their work environment. Due to this, the evaluations can be lengthy and costly.

In certain situations, additional information on the employee’s ability to work and perform their job may be needed to reduce the potential for workplace liability. Therefore, a performance consultation is important to determine an organizations needs, including having fitness-for-duty providers make recommendation. If it is determined a fitness-for-duty exam is needed, BHS can assist with coordinating the process and finding referrals.

Why don’t EAPs provide fitness-for-duty evaluations?

EAPs are designed as a resource for employees, providing fitness-for-duty evaluations for employers are generally viewed as being in conflict with that role. Additionally, fitness-for-duty providers have higher credentials than an EAP provider.

What is a fitness-for-duty exam?

Prior to the evaluation, a doctor consults with the employer to gain information about the individuals job duties, current job description and requirements, and observations that led to the request of the evaluation. The evaluation will also include a history of the issue from the employer’s perspective.

Typically, forensic psychiatrist or a Ph.D. of psychology performs the initial evaluation, which generally consists of:

- Extended interview
- Mental status exam
- Risk issues
- History of treatment
- Psychological testing

The provider then sends a report to the workplace with suggestions including treatment for the employee. If the employee is deemed “not fit” for duty, the provider will include recommendations on what they need to do or the workplace needs to do to get the employee back to work. The employee then comes back for a follow-up evaluation to ensure they are ready to re-enter the workforce.



Contact a BHS Performance Consultant for more information about the Fitness-for-Duty Referral Process.

866-594-7292

Substance Abuse Professional Services



BHS offers Substance Abuse Professional (SAP) services as an additional resource for your organization. SAP services are specifically for companies with any Department of Transportation (DOT) regulated safety-sensitive employees or companies that have safety-sensitive positions that would like to mirror the DOT process.

When an individual in a safety-sensitive position tests positive, it puts the general public at risk because employees in these positions are typically bus drivers, train conductors, etc. To ensure the safety of all, the DOT has a specific procedure that the employee (and workplace) must follow to allow these employees return back to safety-sensitive positions. If a non-DOT employee violates your company drug and alcohol policy, you can follow the standard referral process or opt for SAP services.

DOT Compliant SAP Process

- 1** | **Calls the BHS Performance Consultation Line at 866-594-7292.** The Designated Employee Representative (DER) contacts the performance consultation line to have a consultation on the referral and for BHS to collect the needed information regarding the employee being referred.
- 2** | **Employee calls BHS at 800-327-2251.** The employee contacts BHS for an assessment and BHS provides the employee with a list of local, qualified SAPs as mandated by the DOT. The employee then chooses an SAP from the list and schedules the initial SAP evaluation.
- 3** | **The SAP performs a substance use evaluation.** The SAP performs a substance use evaluation and submits a DOT-compliant report directly to the DER. The report includes recommendations for mandatory treatment and/or education.
- 4** | **The SAP aids in securing appropriate treatment.** The SAP, assisted by BHS Performance Consultant, aids the employee in securing appropriate treatment and/or education program placements.
The SAP, continuously monitors treatment/education compliance through the employee's follow-up SAP evaluation.
- 5** | **The SAP performs a follow-up evaluation and submits a compliance report.** Once treatment is completed, the SAP performs the follow-up evaluation and submits a DOT-compliant written report directly to the DER. The report determines the employee's eligibility to submit to a return-to-duty alcohol and/or drug test and to return to safety-sensitive duty. It outlines treatment/education completion requirements (when necessary), continuing care recommendations and a DOT-compliant follow-up testing plan.

continued on back.



When the SAP authorizes the employee to return-to-duty prior to the completion of a treatment and/or education program, the BHS Performance Consultant makes continuous contact with treatment/education programs to monitor and report on employee compliance.

6 | The employee is ready to return to work. The BHS Performance Consultant communicates with the DER to ensure employee compliance with the mandatory follow up testing program prescribed by the SAP.

The DER is provided with written violation reports and instances of employee non-compliance. The DER will receive written notification when the employee has achieved successful completion of the program.

Frequently Asked Questions

Q. What are the credentials of the SAP?

A. BHS SAPs are licensed physicians (doctor of medicine or osteopathy), licensed or certified social workers, licensed or certified psychologists, a licensed or certified employee assistance professional, a state-licensed or certified marriage and family therapist or an IC&RC Internationally Certified Alcohol and Drug Counselor.

In addition, they must complete the qualification training and exam, as well as continuing educations (12 hours every three years).

Q. What is the cost?

A. SAP services are billed at \$900 per case. Outside of the SAP evaluation and follow up, the cost of treatment would be the responsibility of the employee.

Q. What are the benefits of following the SAP referrals process?

A. Year-over-year data shows that 86 percent of BHS' SAP referrals completed their rehabilitation and returned to work successfully and safely.

By comparison, only 35 percent of people in outpatient substance abuse treatment programs will successfully complete the program.

Nationally, people in an employer-sponsored program had the highest rates of completion at about 49 percent. These statistics came from SAMHSA.

Providing a second chance for employees retains talent and experience, while reducing workers' compensation claims, guarding against costly liability and improving productivity.

Q. How is the SAP referral process different than the BHS referral process?

A. The SAP will always include an objective, initial independent, in-person evaluation by a SAP and, in most cases, a treatment center evaluation. It also includes a written report, return-to-duty and testing recommendations by the same SAP, and a follow-up in-person meeting to assess again and make recommendations.

Additional Information About SAP Services

- BHS does not provide interpretation of DOT regulations and encourages each organization to consult with the DOT directly if there are any questions.
- This service has written documentation of all contacts with employees, SAPs, treatment/education centers, MROs, test sites, supervisors, the BHS Performance Consultant and the DER. Records are centrally maintained and appropriately protected.
- It is recommended that the organization's procedure states who will pay for the SAP services, whether it be the employee or the company. It should be consistent for all.
- If an employee does not complete the SAP process, they cannot return to a safety-sensitive position (even if it is at a different company and many years later). They must complete the process.

BHS also offers proactive education and training to support drug-free workplaces including DOT-compliant trainings for employees and supervisors. Contact your Program Manager for more information on how we can better support your organization.

Contact a BHS Performance Consultant to help guide you through the SAP process.

866-594-7292



Critical Incident Stress Management Services



In the United States Critical Incidents (CI) or disruptive events occur each and every day. CIs can impact employee morale, decrease productivity, affect employees' overall well-being and lead to turnover among other outcomes. It is critical to respond to a CI as quickly as possible to mitigate these effects. BHS is a leader in providing immediate and impactful on-site intervention following a traumatic workplace incident. Regardless of the nature of the event, the goal of BHS' Critical Incident Stress Management (CISM) services are always the same – to provide comprehensive and customized support that will expedite a return to normalcy and minimize the immediate and long-term effects of a crisis on employees and organizational performance.

What is a CI?

Critical Incidents may include workplace violence, the death of a co-worker, robberies, bomb threats, natural disasters, terrorist attacks and workplace accidents or injuries. CIs impact all organizations, large and small, and in different ways. It can be anything that impacts the normal functioning of an organization.

Every organization will, at some point, experience a CI. The Employee Assistance Program (EAP) is a valuable resource that your organization can utilize to ensure that a process is in place to deal with a CI.

BHS EAP Services Pre-CI

- Consultations with leadership to understand the organization's culture and emergency protocols
- A review of any previous CI and the organization's response
- Identification of key players when CIs occur
- Promotion of the EAP as a major component of the CI response
- Stress management and resiliency training for all employees, empowering those involved in a CI to manage their response appropriately

BHS EAP Services Post-CI

- CI consultation provided by a tenured member of the BHS clinical team with experience in EAP and CISM services

BHS CISM services are accessible 24 hours a day, seven days a week.



CRITICAL INCIDENTS CAN IMPACT EMPLOYEE MORALE, DECREASE PRODUCTIVITY, AFFECT AN EMPLOYEES' OVERALL WELL-BEING AND LEAD TO TURNOVER.

BHS is a leader in providing immediate and impactful on-site intervention following a traumatic workplace incident.



- Analysis of the reported CI to ensure the appropriate response (determine if a CISM is necessary or another form of clinical intervention). A CISM is only recommended when there has been a traumatic event (CI) that has impacted a group of employees
- Evaluation of organizational needs
- Assessment of the organization's response in real time, including next steps for leadership
- Deployment of the CISM response

BHS CISM Response Services

Defusing

- On-site group meetings conducted on the day of the CI prior to employees leaving the worksite. Designed to comfort those involved that their feelings are normal, to educate them on potential negative reactions to the CI and provide them with coping strategies
- Limited to individuals directly involved in the incident and are often done informally, sometimes at the scene
- Typically, are brief interactions with those impacted

Debriefing

- Second level of intervention for those directly affected by the incident and the first level for those not directly involved
- Ideally conducted within 72 hours of the CI; provides those affected the opportunity to process through their reactions and emotions resulting from the incident. Employees are taught coping mechanisms; at-risk individuals are identified; and employees are informed of available resources that will provide them with continual support
- Identified 'at-risk' individuals are contacted the day following the debriefing for individual consultation and follow up if permission is provided

Individual Consultation and/or Outreach

- Employees who were significantly impacted are identified during the initial CI consultation and/or by the on-site service responder and offered an outreach call to process the experience in private
- These services are made available on an as-needed basis for any individual impacted by the CI or if they were the only person involved in the CI

Management/Leadership Consultations

- Designed to provide leadership with the tools and confidence needed to successfully manage through a CI
- Support includes drafting communications for internal and external use regarding the CI and on-site support for any press event
- Services available telephonically or face-to-face



As one of the nation's leading EAP providers, BHS has the expertise that will guide your organization through the trauma associated with a CI. Our goal is to better lives so that your employees bring their best selves to work. We will ensure that you and your employees will be provided with an unparalleled level of support, empowering all to achieve their fullest potential.

**Call BHS today
for more information
on CISM Services.**

866-594-7292

What Should I Do After a Critical Incident?



Your Employee Assistance Program (EAP) through BHS can help minimize the negative impact of a critical incident on your organization by providing support, education and resources when you need it most. BHS is here to manage traumatic incidents at your workplace and formulate an immediate response after a critical incident occurs.

Recommended next steps after a critical incident

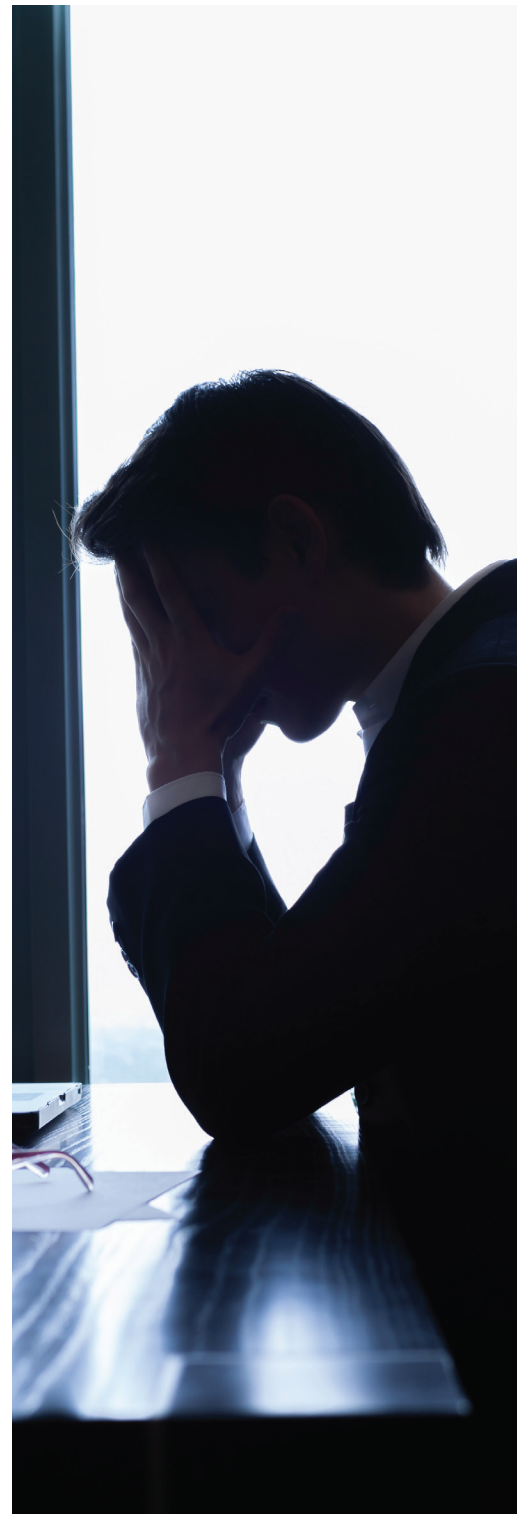
- 1** Call the toll-free BHS Performance Consultation Line at **866-594-7292**. Call BHS to speak with a Performance Consultant to discuss the incident and the impact it had on your organization. The Performance Consultant will ask additional questions to make expert clinical recommendations for next steps.
- 2** A BHS Performance Consultant works with you to customize a direct response. BHS will coordinate on-site services and send over any appropriate tip sheets to distribute to staff that are affected. The Performance Consultant will discuss with you the appropriate timing of on-site responses and will send sample announcements for staff.
- 3** BHS sends a qualified Critical Incident Stress Management (CISM) professional to your organization. BHS has a nationwide network of providers who meet strict credentialing requirements to respond during these events. A counselor can conduct on-site debriefing sessions for groups and individuals. These sessions will provide an organized forum for employees to discuss expected and unexpected reactions, thoughts and concerns about the incident and self-care tips for moving forward.
- 4** BHS conducts a post-event consultation. Our team will stay in contact with you to make ongoing follow-up recommendations and can help you plan for future crises.

Services are available 24 hours a day, 7 days a week.

BHS adheres to all federal and state privacy laws and holds participant information in the strictest of confidence. A participant's private health care information will be kept confidential at all times.

**Contact BHS to learn more about our
Critical Incident Stress Management Services.**

866-594-7292



How to Give Feedback



Workplace

Providing an employee or colleague feedback is a fragile yet necessary thing. By following the tips below you can help make sure that the feedback you give is effective, constructive, and offers the employee knowledge on how to improve.

Types of Feedback

First, let's explore types of feedback. There is:

- **Positive feedback:** "You did a great job on this last project."
- **Neutral feedback:** "Here are diagrams you'll need for this project."
- **Negative feedback:** "This task could have been performed another way; you'll need some improvement here."

How to Give Effective Feedback

The most effective feedback is:

- **Selective:** Make sure to concentrate on the areas that are most important, not giving unhelpful details or nit-picking about behavior.
- **Specific:** Tell the employee specifically what they did well or did not do well. For example, "The way you handled Mr. Barber was very good," instead of, "You've been associating well with customers lately."
- **Timely:** Give feedback right after the event happens.
- **Descriptive:** Tell the employee the specifics of what you observed, not what you concluded. This will help the employee know what you're talking about.
- **Sensitive:** Although feedback should be given as soon as possible to the employee, don't give feedback if you or the employee is emotionally distressed. Find the most opportune time to talk.
- **Helpful:** If you are giving negative feedback, suggest ways that your employee can improve. This way, you are setting a goal that the employee can work towards.

How to Give Negative Feedback

Giving negative feedback is not always easy.

Following these guidelines can help your employee improve, leading to a positive experience for everyone involved:

- **Be assertive.** Be direct in telling the employee the situation or behavior that needs improvement.
- **Ask the employee to talk about the situation or behavior and what he or she thinks about it.** Be empathetic to the employee, and don't argue over points, but work toward finding a corrective response to the issue that both parties can agree on.
- **Find agreement with the employee.** Help the employee understand why the behavior or situation is unacceptable.
- **Help your employee develop a plan of action.** Be specific on how the employee can achieve improvement, and work with him or her to accomplish it. Don't push the employee too hard; focus on accomplishing small steps to reach big goals.
- **Summarize.** Talk about the points you and the employee went over, and see that both parties agree and understand the plan of action.
- **Talk about what would happen if the employee doesn't improve.** Write down which improvements are necessary.
- **Check in with your employee.** Agree upon a date that you can meet with the individual to discuss and review improvement.

How Feedback Can Be Most Effective to the Employee

The employee must:

- Understand what the employer expects.
- Accept the plan for improvement.
- Be able to take action.



Understanding and Coping with Grief



Health and Wellness

The grieving process is an emotional, physical and behavioral response to loss. There may be an intensity and range of unexpected emotions or behaviors after a loss. You may not be prepared to handle such intense feelings. Part of the normal grieving process is experiencing an array of symptoms. Part of the healing process is learning those symptoms are a normal part of processing a loss.

Symptoms of Grief

Grief is unique to each person in its impact and meaning. The intensity of grief changes over time. The following symptoms are all common reactions:

Physical symptoms: Physical symptoms of grief can include trouble sleeping, stomach aches, chest tightness, exhaustion or fatigue, crying, headaches, decreased resistance to illnesses and muscle tension.

Emotional symptoms: Emotional symptoms of grief can include feelings of shock, numbness, sadness, anger, anxiety, fear, guilt, panic, loneliness and depression.

Behavioral symptoms: Behavioral symptoms of grief can include denial, forgetfulness, slowed thinking, listlessness, hypersensitivity, over-reacting, preoccupation and isolation.

Helpful Tips

Consider the following tips when helping yourself or a loved one to cope:

Be patient with yourself. Your body, mind and heart need energy to mend. You may feel frustrated or overwhelmed with the intense feelings associated with grief. You may question why they won't disappear. There isn't a specific timeline for grief. Be patient with the process; ask for and accept help and support.

Attempt to maintain your normal routine. Keeping a schedule will help build structure into your day to balance out the inconsistent periods.

Talk about the loss. Seek support from your family and friends. This often alleviates symptoms of grief and provides insight into your feelings about the loss.

Take care of your body. Eat regular meals, drink plenty of fluids, exercise and rest. Try to keep your body nourished during this difficult time, even if you make small meals or take short walks. Listen to your body and rest accordingly. Be patient with feeling "out of sorts." Grief is a process. Avoid using alcohol and drugs as a way to cope.

Prepare for holidays and anniversaries. These are often the most challenging times to cope with grief. Be aware of your reactions as an anniversary, holiday or special day approaches. Plan activities for yourself, create new traditions, honor the loss and surround yourself with supportive friends and family.

Treat yourself. Give yourself permission to take time out for you! Read a book, go to a movie or take a hot bath. Relieving stress symptoms, even if just temporarily, is important.

Speak with a doctor or a counselor. Don't be afraid to talk about what you are experiencing. A professional can specifically address your physical and emotional needs to help you work through your grief.

Understanding Grief: Myths versus Facts

Myth: If you ignore the pain, it will go away.

Fact: To truly heal, it is a necessity to face the grief and deal with it.

Myth: Not crying means you aren't sad or sorry.

Fact: There are many other responses to grief. Not everyone reacts to grief in the same way.

Myth: Grief should last about 12 months.

Fact: There is no time frame for grief process. It varies from person to person.





Dear Leaders,

We are excited to announce BHS as our workplace partner for employee well-being support. With BHS, not only do our employees have access to support through the Employee Assistance Program (EAP), our leaders also have access to specialized support.

They provide free, confidential, and unlimited telephonic access to master's level clinicians trained to support you and help you grow as a leader through their Performance Consultation Line. To connect with a Performance Consultant, call **866-594-7292**.

The EAP is a resource for you to help refine and apply the skills necessary for success as a leader. For information on the program, visit our MyBHS portal at portal.bhsonline.com, username: USERNAME.

The MyBHS portal provides you with access to program information, over 500,000 articles, online chat feature, and a request for EAP services form. You can also confidentially take any of the professional development trainings for leaders in the Training Center like Coaching and Counseling, Conflict Intervention, Succeeding as a Supervisor, and Motivating Employees.

For your employees, you can direct them to contact the EAP 24/7 at 800-327-2251 for services. You can also help reduce the stigma of accessing services by reminding them that the services are free, confidential, and that there are professionals for them to connect with to navigate through all of life's challenges.

We understand that there are times when difficult situations require your intervention and attention, particularly when it comes to the well-being your team members. If find yourself having difficulties managing a situation, BHS Performance Consultants, along with your Human Resources team, are available to coach you and help you guide employees to the right resource.

If you have any questions about the services available to you and your employees, contact me at email@email.com or xxx-xxx-xxxx ext. xxx.

Thank you,

Work or Personal Concerns Piling Up?



COME LEARN ABOUT YOUR NEW BENEFITS

BHS offers **free, confidential, in-the-moment support** to help with personal or professional problems that may interfere with work or family responsibilities.

Benefits Orientation
Day, Month xx, 20xx
xx:00 - x:00 p.m.
Location: Employee Lounge

Participants will learn:

- Who is BHS
- Details about the FREE, confidential services available
 - Who is eligible
- How and why to access BHS as a resource

**Don't miss the chance to gather valuable
information on resources available to you and
your household members!**

Contact Human Resources for more information.

Presented by





BHS Consent /Authorization to Release/Obtain Client Information

I, _____, hereby consent and authorize _____

or designee of BHS, 6225 Smith Avenue, Suite 203, Baltimore, MD 21209:

Release to: Obtain from:

individual to report compliance or designee
(city/state/zip)

Telephone Number

Company Name

Name of
Address

The following types of information:

- Assessment/Summary
- Provisional Diagnosis
- Work Performance
- Recommendations
- Safety Assessment/Safety Plan
- Discharge Summary
- Routine Supervisory Referral Feedback which includes:
 - Whether I have kept initial or subsequent appointments
 - My compliance with, progress toward fulfillment of, and/or completion of the EAP's recommendations
 - If possible, when the referring supervisor may expect to see an improvement in job performance

Other: _____

For the following purposes:

- Coordination of care
- Contact with referring supervisor
- Safety planning
- Other _____

I understand this consent becomes effective on the date I sign it and will continue in effect for twelve (12) months from that date unless I revoke it before that time. I understand I have the right to revoke this authorization by following the revocation procedures described in the Notice of Privacy Practices. I understand that I am entitled to receive a copy of this authorization upon request. I agree that a photocopy or facsimile copy of this signed authorization form is as valid as an original signed copy. I understand that after this information is disclosed, federal law might not protect it, and the recipient might re-disclose it. I agree to release the above-named individual(s) or organization(s) and the EAP, the EAP counselor, and his/her designee from liability that may result from furnishing this information as authorized in this disclosure. I have had the opportunity to review and understand the contents of this form. By signing this form, I am confirming that it accurately reflects my wishes. [If you are a Personal Representative signing on behalf of the client, circle which of the following roles warrants you the authority to sign this form: health care Power of Attorney (copy attached); court ordered Conservator or Guardian (copy attached): Parent of unemancipated minor child: other: _____.

Signature of Client/ Personal Representative (circle one)

Date

Witness signature

Date

To recipient of these records:

This information has been disclosed to you from records whose confidentiality is protected by Federal Law. Federal Regulation (42 CFR Pt. 2) prohibits you from making any further disclosure of it without the specific written consent of the person to whom it pertains, or as otherwise permitted by such regulations. A general authorization for the release of medical or other information is NOT sufficient for this purpose. The Federal rules restrict any use of the information to criminally investigate or prosecute the client.



To: *(Employee)*
From: *(Supervisor)*
Date:
Subject: Formal Referral to the Employee Assistance Program

A formal referral to the Employee Assistance Program (EAP) is being made for (employee) by (supervisor/organization). Over the last _____ weeks/months, we have held a series of performance review meetings. Since our last meeting, your (performance, conduct, time/attendance) problems have continued. Specifically, you have:

(Provide specific facts, including concrete examples with dates that address the decrease in quality and/or quantity of work, mistakes, missed deadlines, poor decisions, difficulties in interpersonal relationships, complaints from others, tardiness, leave abuse, unexplained absence, bloodshot eyes, smell of alcohol, slurred speech, and/or deteriorating appearance)

Although not mandatory, your compliance and attendance with the EAP is strongly recommended, as we think the EAP would assist you in making a positive change. You are a valuable employee and we want to support your efforts towards improving your (performance, conduct, time/attendance issues).

In order to initiate your EAP referral, please contact your EAP at: 800-327-2251 within (specify deadline). We ask that you attend and participate in all recommended EAP counseling sessions to comply with the referral. You will also be asked to sign a Release of Information which allows the EAP to report compliance, attendance and additional recommendations to (designate supervisor/HR representative).

(You may also want to address if they can use work time to attend the counseling sessions or if they need to attend outside of work hours)

The purpose of this referral is to assist you in resolving issues so that your job performance returns to an acceptable level. Our goal in collaborating with the EAP is to help ensure that you are as successful as can be in the workplace.



To: *(Employee)*

From: *(Supervisor)*

Date:

Subject: Mandatory Referral to the Employee Assistance Program

A mandatory referral to the Employee Assistance Program (EAP) is being made for (employee) by (supervisor/organization). Over the last _____ weeks/months, we have held a series of performance review meetings. Since our last meeting, your (performance, conduct, time/attendance) problems have continued. Specifically, you have:

(Provide specific facts, including concrete examples with dates that address the decrease in quality and/or quantity of work, mistakes, missed deadlines, poor decisions, difficulties in interpersonal relationships, complaints from others, tardiness, leave abuse, unexplained absence, bloodshot eyes, smell of alcohol, slurred speech, and/or deteriorating appearance)

Your compliance defined as active attendance and participation in this program is **mandatory and a condition of your continued employment with (organization)**. In order to initiate your EAP referral, please contact your EAP at: 800-327-2251 within (specify deadline). You will also be asked to sign a Release of Information which allows the EAP to report compliance, attendance and additional recommendations to (designate supervisor/HR representative).

(You may also want to address if they can use work time to attend the counseling sessions or if they need to attend outside of work hours)

You are expected to correct the problems that are interfering with your job performance. Failure to do so may result in (specify whether termination or further disciplinary action). Our goal in collaborating with the EAP is to help ensure that you are as successful as can be in the workplace.



EAP Referral Form

Please fill out the following information and return to BHS prior to the employee's appointment. The completed form can be faxed to 410-929-7394.

*****If you would like, or need additional consultation, or are making a substance abuse referral, or workplace violence referral please call 866-594-7292.***

Employee Name:

Date of EAP referral:

Location/Department:

Position:

Referred by Name:

Human Resource Notification:

Employee's Job Status:

Length of Employment:

Type of Referral:

Contact information for person making referral (Phone number, e-mail):

Reason for referral / specific incident(s) leading to referral:

Deadline Employee has to contact the EAP by:

Describe specific changes that you would like to see as a result of this referral:

The facilitation plan for the Release of Information (ROI) is: **If ROI is not facilitated by the workplace, and the EAP has not follow-up please assume that the employee has not signed the ROI, or has not called into the EAP by the deadline given.*

Send Compliance Report and/or Recommendations via:

Consequences of no performance improvement, and/or non-compliance with EAP recommendations:

List any previous actions taken to address concerns:

Please provide any other information that we should know about this employee:



Notes





bhs 

portal.BHSONline.com
866.594.7282