

# EMPLOYEE ASSISTANCE REPORT

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22 years  
of service!

## Workplace Outcome Suite Annual Report *Presenting Evidence that EAPs WORK*

**FOREWORD:** It's an age-old question: *Do EAPs actually work?* And how can EA professionals prove it to clients and prospective customers? Results are everything in today's corporate world. With that in mind, EAPs must make the business case to employers that the EAP's interventions will have positive influences on workplace effectiveness. (In other words, less absenteeism and presenteeism, higher levels of work engagement and life satisfaction, and lower levels of distress at work).

The Workplace Outcome Suite (WOS) is an important resource that is helping EA professionals do just that in a credible manner. This outcome-based survey tool is illustrating the

real workplace effectiveness of an EAP by translating the impact of EAP services in productivity-related measures.

The WOS, developed by Chestnut Global Partners in collaboration with Burke Consulting and Richard Lennox, a research psychologist and psychometrics specialist, uses a short, precise, and easy-to-administer survey that collects employee feedback, both before and after EAP services are provided, on five key

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aspects of the effects of personal issues on workplace functioning:

- *Absenteeism* (measures the hours absent to a personal problem taking the employee away from work);
- *Presenteeism* (measures decreases in productivity even though the employee is not absent per se but is not working to his or her optimum due to unresolved personal problems);
- *Workplace distress* (examines the degree of anxiety or stress at work);
- *Work engagement* (refers to the extent to which the employee is invested in or passionate about his or her job); and
- *Life satisfaction* (addresses one's general sense of well-being);

### Increasing Number of EAPs using the WOS

Since its inception by Dr. David Sharar and Dr. Richard Lennox with Chestnut Global Partners in 2010, the WOS has been utilized globally by more than **500** EAP vendors and internal EAPs to measure changes from before to after use of EAP counseling.

The Employee Assistance Professionals Association (EAPA) has endorsed the WOS as an EAP Best Practice for measuring and evaluating work-related outcomes of services provided by EAPs. *EAPA believes the WOS, when properly implemented, can bring clarification to our field's value proposition and need for greater evidence of effectiveness.*

The WOS is the only publicly available, free instrument that has been psychometrically validated and tested for use in EAP settings.

### New WOS Report Released

The Employee Assistance Professionals Association (EAPA) in partnership with Morneau Shepell, recently announced the publication of the newest (2018) Workplace Outcome Suite (WOS) Report.

Analyzing the outcomes of **24,363** completed employee cases compiled from more than 30 different employee assistance programs (EAPs) across 28 countries, the 2018 study introduced a new combined SuperScore measure that demonstrated a 16 percent level of improvement across the five outcomes that are measured.

Results comparing metrics at start of an EAP case and at longitudinal follow-up about three months after counseling document positive and statistically significant results. Key findings for change over time include:

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- Work absenteeism *decreased* by 27 percent;
- Work presenteeism was *reduced* by 26 percent;
- Life satisfaction was *increased* by 23 percent;
- Workplace distress was *decreased* by 14 percent; and
- Work engagement was *increased* by 8 percent.

### Improvements Consistent Across Contexts

Perhaps the most important discovery was that the degree of improvement for WOS outcomes was found consistently across various contexts of how the EAP was used.

In general, there were little or no differences in outcomes based on the age and sex of employee, the different paths of referral into the EAP, different clinical issues, the type of business model for providing EAP (external vendor, internal staff program or hybrid of both), the industry of the employer, country where the employee lived and year.

Thus, EAP counseling was effective across multiple

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### Editor's Notebook

Employers have not traditionally viewed EAP outcome measures as highly persuasive or credible, leaving low cost as the one measure they understand. *What to do?*

Roughly nine years ago, Dave Sharar and colleagues with Chestnut Global Partners first implemented the Workplace Outcome Suite (WOS), an approach that represented a drastic departure from conventional measures used to address the age-old question of whether EAPs actually work.

With thousands of subjects (e.g. employee clients) and an ever-growing number of EAP providers since its inception, the WOS has revealed in case upon case that yes, EAPs DO in fact work! More specifically, they work in terms of measuring workplace effectiveness in *absenteeism*, *presenteeism*, *work engagement*, *life satisfaction*, and *workplace distress*, which are highlighted in greater detail in this month's cover story.

While not foolproof, the WOS is in fact showing that EAP intervention produces statistically significant improvements in workplace outcomes in relatively large samples of employees. Simply put, the WOS – endorsed by EAPA as an EAP Best Practice – is the most credible tool to date that is demonstrating the effectiveness of EAP services.

To learn more about the WOS, visit the EAPA website ([www.eapassn.org](http://www.eapassn.org)). The complete report can be found online at <http://www.eapassn.org/Portals/11/Docs/WOS/WOS2018AnnualReport.pdf>

I hope you're having a great summer so far. Until next time. ■

*Mike Jacquart*

Mike Jacquart, Editor  
(715) 445-4386

[mjacquart@writeitrightllc.com](mailto:mjacquart@writeitrightllc.com)

### WOS Annual Report cont'd from Page 2

contexts of use. (**Editor's note:** What is important, or different, about this year's report compared to previous reports? This information is highlighted on pages 6-8 in the 2018 Workplace Outcome Suite Report. The URL is provided at the end of this article.)

### The Business Case for EAP

From a business perspective, the amount of lost productive time over the three-month episode of distress was reduced by about five work days (39 hours) in total as a result of EAP use. Most of this improvement was from the reduction in unproductive time while on the job (79 percent of the total), with only 21 percent from reducing time away from work.

The estimated cost burden to the employer was reduced by almost US \$1,731 per employee user of EAP counseling. Using industry averages for annual program utilization for counseling cases and annual program total cost, the return on investment for EAP counseling was \$3.37 for every \$1 invested.

### What Results Mean

"The results of the research demonstrated that there is a good reason for employers to use an EAP to support distressed employees and enhance overall employee well-being," said Barb Veder, vice president and chief clinician, Morneau Shepell. "After use of

EAP-provided counseling, problem rates were reduced for every aspect measured in the study where employees needed support. Thus, EAPs help to reduce the risks associated with workplace problems."

Gregory DeLapp, EAPA CEO, added: "The WOS Report provides compelling evidence supporting the important role that EAPs play in reducing absenteeism, improving the productivity and healthy functioning of employees in the workplace. When considering whether to provide employees with EAP access, employers should also take into account the impact of counseling on health care costs, accidents, and employee turnover." ■

### NOTES

The Workplace Outcome Suite (WOS), developed through Chestnut Global Partners (a Morneau Shepell company) and endorsed by EAPA, is a well-established outcomes measurement tool that continues to grow in EA service provider use, popularity, and available data for reporting.

All WOS-generated data is stored independently from Morneau Shepell and is not used by the company for market intelligence on competitors. WOS users who signed license agreements have written assurances of confidentiality. Data submitted to WOS never identifies individual employees, specific EAP providers or client information and will never be shared externally; only aggregated data from across all providers is shared in the WOS report.

The complete 2018 Workplace Outcome Suite Report can be accessed at <http://www.eapassn.org/Portals/11/Docs/WOS/WOS2018AnnualReport.pdf>.

# Understanding the Weight of Words – Part I

By Jennifer Powers

**I**n today's politically correct climate, most of us are aware that watching ones' words is important. But did you know you can create a positive shift in your business or professional career with words?

Your words have a direct influence over your results. *All...the...time.*

Tell yourself ***you'll never get the promotion.*** Done.  
Tell yourself ***you're always a day late and a dollar short*** and you will be.  
Tell yourself ***you won't close the sale.*** That's right.  
Tell yourself ***you'll bomb the interview.*** OK. No problem.

Curious about how this works?  
What you ***say*** will influence what you ***think***.  
What you ***think*** will influence how you ***feel***.  
How you ***feel*** will influence what you ***do***.  
What you ***do*** will influence your ***results***.  
...Every time.

You may already know this. Yet, it's possible that you rarely give enough attention or credit to the effects that words can have on a typical workday. Think about it like this:

***You are given a blank canvas every day. Your words are your paint.***

For example, if you say, "This is going to be a difficult day at the office," then chances are, it will be. However, if you say, "This day will bring me lots of opportunities for growth," then you're one step closer to manifesting *that* reality.

When you choose words that are in alignment with the experience, life, relationships, and business you want to create, you are standing in your power and taking greater control over your desired outcome.

Words give you power and control. Are you using them in ways that serve you or defeat you?

## Summary

In conclusion, using your words to positively affect your life and others' lives is a choice. I challenge you to give it a try and reap the benefits.

NEXT TIME: Eradicate and replace, watch your tone, and share the love. ■

*Jennifer Powers, MCC is an international speaker, executive coach, author of the best-selling book "Oh, shift!," and host of the fun and binge-worthy "Oh, shift!" podcast. For more information, visit [www.ohshift.com](http://www.ohshift.com).*

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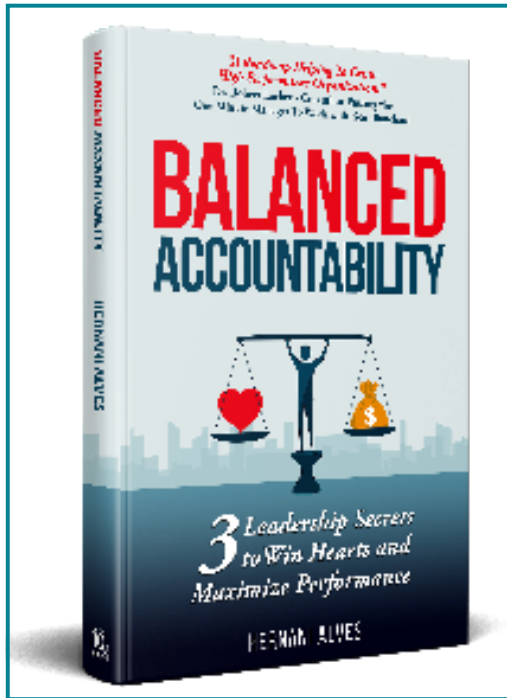
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# Leadership Secrets Revealed



In a survey of senior executives by the American Management Association, only 3 percent said their company is “very successful” at executing their strategic plans and that a lack of accountability is the biggest challenge to achieving a high-performance culture.

Entrepreneur, author, international speaker, and executive consultant Hernani Alves knows the importance of harnessing the power of effective accountability in leadership. Over the course of his 20-year career, he has helped leaders build world-class teams to get the results they desire such as driving revenue earnings, solving profitability challenges, and instituting sustainable change in varying economic climates.

In his new book, *Balanced Accountability: 3 Leadership Secrets to Win Hearts and Maximize Performance* (May 1, 2019), Alves delivers a newfound clarity on the case for accountability and the steps organizations and individuals need to take to unleash their true potential. He reveals the framework needed to improve accountability in the workplace to win hearts and maximize performance.

Whether you’re a seasoned business or HR leader interested in improving the culture of your company, or an up-and-coming student or manager just starting out, *Balanced Accountability* offers practical steps

that can be taken to liberate innovation, productivity, and engagement.

“It’s never too late to adjust your leadership strategy to incorporate this tool,” says Alves. “It’s time to show your employees that you genuinely care about their success. That your insistence on accountable behavior is not out of retribution, but to set them up for prosperity. I continue to do this for those that I work with through love and appreciation – exactly how I learned it from my parents.” ■

*Hernani Alves is an entrepreneur, author, international speaker, and executive consultant with over 20 years’ business experience as a sales executive for a \$3 billion company. Learn more about him or his new book at [www.HernaniAlves.com](http://www.HernaniAlves.com).*

## Quick Ideas

# Raise Awareness of Your EAP!

❖ **Have an elevator speech ready.** If someone asked, “What does your EAP do?” would you know what to say in roughly 30 seconds? The following is an idea that one EA professional has used: “Anything worth losing sleep about, is worth coming in for.”

❖ **Get on a local speaking circuit.** Don’t get pigeonholed into only hanging out with EAP colleagues or just networking at EAP events. Utilize or join Chamber of Commerce, civic groups (think Lions, Rotary, etc.) and others to raise awareness

of an issue or about EAP in general. Joining a business association related to EAP, such as the Society for Human Resource Management (SHRM) is another possibility.

❖ **Utilize social media.** Some people are intimidated about getting involved in social media, but don’t underestimate how much Millennials use these platforms to communicate. If you *are* on social media, how often? It should be on a regular basis to remain current. ■

# Be Sun-Savvy this Summer

By James Dowd, M.D.

It's long been assumed that Seasonal Affective Disorder (SAD) is caused by the lack of exposure to the sun. However, the shortest day of the year is Dec. 21, which means that SAD *should* be at its worst just before the end of the year. The reality is that we feel lousier in February and March. Why is that?

It turns out that it's not the lack of sunlight that's the problem. Rather, it's the lack of vitamin D that we make from it. People in the Midwest and Northeast stop making vitamin D from sunlight in October, and it can't be made again until late March or April. So although the shortest day of the year is in late December, vitamin D levels don't bottom out until March.

Studies confirm that vitamin D replacement relieves symptoms of SAD. Moreover, increasing intakes of certain foods – fish, fruits and vegetables – can also enhance the power of vitamin D to elevate mood.

The good news is that making simple lifestyle changes this summer can boost vitamin D and make next winter depression-free. The following are a few ideas:

❖ **Start a no-SAD diet.** With the arrival of summer's fresh seafood and produce, it's a great time to



make dietary changes to vitamin D and nutrient-packed foods that anyone who suffers from SAD should start eating now.

❖ **Become “sun-savvy.”** Sunlight is a primary source of vitamin D, but most of us don't get enough of it. Chronic underexposure to the sun is actually more dangerous than overexposure. You need to use a sunscreen and avoid overexposure to be sure, but you also need enough sun to increase vitamin D levels.

❖ **Consider vitamin D supplements.** Supplements are often necessary, but do you know which one to buy? What dosage to take? Take the time to investigate. ■

*James E. Dowd is the author of “The Vitamin D Cure,” \$24.95 retail, Wiley.*

## Resources

🔗 **301 Smart Answers to Tough Interview Questions**, by Vicky Oliver. The author, a leading career development expert, shares seven warning signs that hiring managers should look for as they interview applicants. Check out [https://www.amazon.com/Smart-Answers-Tough-Interview-Questions-ebook/dp/B001POX728/ref=la\\_B001JS53TA\\_1\\_6?s=books&ie=UTF8&qid=1444762038&sr=1-6](https://www.amazon.com/Smart-Answers-Tough-Interview-Questions-ebook/dp/B001POX728/ref=la_B001JS53TA_1_6?s=books&ie=UTF8&qid=1444762038&sr=1-6)

🔗 **Sell Yourself without Saying a Word: The Experts' Guide to Placing Articles in Print and Online**, by Russell Trahan, Indie Books International. Everyone reads magazines and online content. Build your business name recognition by placing articles in front of your target market where they already are. Go to <https://www.goodreads.com/book/show/35824786-sell-yourself-without-saying-a-word>.

🔗 **How to Conquer Debt No Matter How Much You Have**, by Gary Foreman. The editor of The Stretcher, a website packed with great information and articles on living more frugally, Foreman offers a step-by-step approach to help anyone achieve not only freedom from debt, but the financial freedom to live life on your own terms. Learn more here <https://stretcher.com/how-to-conquer-debt-no-matter-how-much-you-have/sp/A.cfm#buynow>.

🔗 **The Mental Health Toolkit**, available from the Employer Assistance Resource Network on Disability Inclusion, offers tools and resources for enhancing mental health-friendly workplaces. More info at <http://www.askearn.org/mentalhealth>. ■

# Improving Credit Scores

By David Moakler

**O**f your employee clients with financial concerns, it's a good bet that a lot of them are concerned about their credit rating. Did you know that the majority of credit files contain errors and inaccurate information? These errors cause lenders to believe that certain borrowers are riskier investments than they really are. If your credit score is low as a result of errors or old or derogatory credit lines you can get things cleaned up and corrected in a matter of weeks.

Not only are you likely to be approved for a larger loan with a strong credit score, but you'll receive lower rates saving you thousands over the life of home or car loan. In this case, what you don't know can definitely hurt you. And yet absurdly, over 20% of credit reports still have material errors causing undue financial harm on employees who do not become aware of it.

Congress passed a law that allows credit bureaus to make free credit reports available to consumers once per year. We owe it to ourselves to have a look and see if things look right. If you're not pleased with what you see, call the helpline below as they may be able to help.

The Credit Score Improvement helpline is **888-766-2852**.

## Improving Credit Scores

CareConnect USA's service providers consist of law firms that act within consumer laws to remove negative entries that are harming your credit score. Consumers have seen impressive results, with an average of over 10 items, or 24% of their negative entries, removed from their credit reports within four months.

## Helplines EAPs can Trust

The vetting process of the service providers we offer is extensive and ongoing. Before we accept a provider into the network, we look into their background, service reputation, and how their fees and procedures stand up against "best practices" set forth in their industry.

*CareConnect reminds EAPs that when they are contacted by financially troubled employees, they can give out these trusted helplines.\**



## Summary

When employees need a helping hand, troubled workers need to know that trusted assistance is just a phone call away. ■

*David Moakler is the Executive Director of CareConnect USA.*

*\* Editor's note: A list of the CareConnect numbers was provided in the April Employee Assistance Report and can also be found at [www.careconnectusa.org](http://www.careconnectusa.org).*

## In the News

### New EAPA Webinar Series Slated

The EAPA Summer Specialty Series includes three webinars "Understanding the Context of Military Culture in Treating Veterans", "Building Cultural Competence to Serve Fire-Rescue Personnel" and "Understanding Law Enforcement: The Culture and All that Comes with It."

Presenters are all internationally and nationally renowned experts. These archived (recorded) presentations are being offered at a special discounted rate for both members and non-members alike. Go to <http://eapassn.org/Conf-Ed/Webinars> to register. ■

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# Tips for Coping with Depression in the Workplace

**D**o any of your employee clients with depression struggle to make it through their workday? As well as the obvious – help from the EAP – the following are some additional coping strategies from Blue Sage Career Strategies:

❖ **Start with small changes at work.** Is it the employee's job that's actually making him depressed? Both internal and external factors in the workplace can contribute to depression. Ask the client to take a look at this list of reasons their job may be making them depressed and identify some small changes that might make a big difference. Sometimes, even a change as simple as making taking a 30-minute lunch break *out of the office* can do a world of good.

❖ **Break assignments or tasks into small chunks.** The employee client with depression needs

to ask, “*What is the first thing I need to do for this project?*” Work with a manager to break the assignment into small pieces and set reasonable deadlines for each piece. Working in small chunks feels more manageable and less overwhelming than looking at a massive project the employee may be facing.

❖ **Allow extra time to complete job-related tasks.** Brain fog is real. It takes extra time to cut through the fog and complete a task. It's important for the employee to acknowledge that he is moving a little slow and allow more time to complete each task. The client is recovering from an illness and needs to give himself a break. ■

Read more here <https://bluesagecareers.com/blog/2019/5/22/tips-for-coping-with-depression-at-work>

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## Time Management

# Get More Done with ‘The Rule of 3’

**W**hat is “The Rule of 3” and why is it important in today's fast-paced work culture? If you want to be more productive, then you should adopt The Rule of 3. This is what productivity expert Chris Bailey recommends in his book “The Productivity Project.”

The Rule of 3 says that at the beginning of each day, you should mentally fast-forward to the end of the day, and ask yourself: *When the day is over, what 3 things will I want to have accomplished?*

Bailey's idea is a good one because, let's face it, taking on too much in a given day will simply set you up for failure!

It cannot be overstated: The Rule of 3 says that at the beginning of each day, you should mentally

fast-forward to the end of the day, and ask yourself: *When the day is over, what 3 things will I want to have accomplished?*

Whatever those 3 things are, write them down. *Just make sure you don't set yourself up for failure by setting unattainable goals.*

In other words, what can you **REALISTICALLY** get done in a given day? Not what you'd **LIKE TO** get done, but what **CAN** you, in all likelihood, accomplish?

As blogger Vincent Carlos concludes, “The Rule of 3 may seem simple, but I promise you, no app, tool, or resource will make you more productive in your life than using this rule.” ■