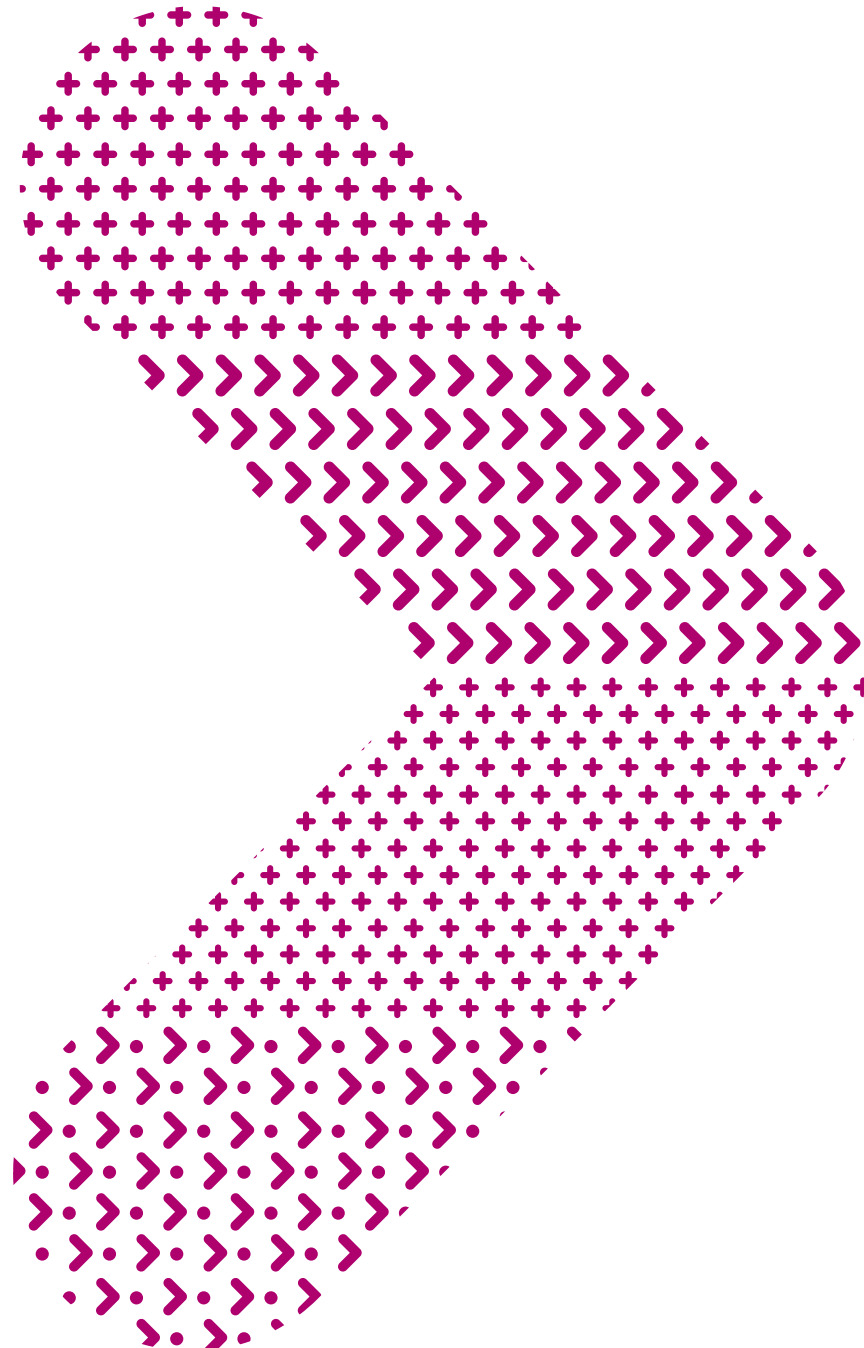


Employee Assistance Program





Let's work together to create a supportive workplace.

Every now and then, someone needs a little extra help. Perhaps one of your employees is dealing with the loss of a loved one and has started showing signs of depression. Maybe another is embroiled in a legal dispute.

Moda Health EAP powered by Cascade Centers is designed to help you support employees when they're going through difficult times. With a variety of confidential, professional services, Moda Health EAP enables you to create an environment that's encouraging and supportive. Resources are available to help with relationship challenges, mental health issues, financial or legal problems, grief and loss, alcohol or drug abuse and more.

By supporting your employees when they need it, you can help them remain successful at their jobs and protect the morale of your workplace. Read on to learn about what Moda Health EAP can do for your team.

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At Moda Health, our goal is to bring the very best in healthcare to your group. That's why we team up with the strongest partners in our industry.

When it comes to EAP expertise, few do it better than Cascade Centers, Inc. Since 1978, Cascade Centers has excelled in providing professional and confidential EAP services. The company's friendly, knowledgeable psychologists and counselors have countless years of experience helping with a wide variety of workplace and personal issues.

Cascade Centers goes beyond basic EAP services. Cascade's experts also provide in-depth training for both personal and organizational issues. If your team experiences a traumatic or critical incident, Cascade is ready to act with counselors who are trained in crisis response. It's all part of how Moda Health and Cascade Centers work together to keep your workplace running.

Experienced consultants. Personalized help. Real support for life's challenges.

It's important for your staff to know that no matter the challenge, there's a way to find a path forward. Moda Health EAP offers one-on-one support to individuals facing personal issues. In addition, on-site seminars provide valuable education on wide range of topics.

Diagnosis and treatment planning

Consisting of up to **three paid sessions per unrelated incident** for each employee/family unit.

Eligible employees or family members may contact Moda Health EAP regarding questions or concerns they may have about themselves or family members.

- › Assessment, diagnosis, short term problem solving and referral of employees and family members for problems including, but not limited to, substance abuse, relationships, mental/emotional, and work related.

24-Hour crisis phone coverage

A professional counselor is on-call evenings, weekends, and holidays, 365 days a year.

Participation in health fairs, benefit meetings

Three week advance notice is requested.

Moda Health EAP services

Services included in the contract are:

- › *The line*
- › Listening library
- › Tax resolution assistance
- › Free online will preparation
- › Career development services
- › Life coaching
- › Parent coaching

Phone consultation

Unlimited phone consultation with a Moda Health EAP representative and management referrals for supervisors/managers to identify problems and preventing minor problems from becoming more severe.

Critical incident stress debriefings

Moda Health EAP will provide critical incident stress debriefing in the 48–72 hour window following a traumatic event. A minimum of five employees in attendance is required.

Services included in the contract are:

- › 24/7 consultation services to management pre-, during and post-incident as needed.
- › Consultation with the organization's personnel to identify potential problems that may need to be addressed immediately or in the near future, for individuals at risk as well as for group and individual counseling needs.

In addition, Moda Health EAP will work with managers/supervisors and other designated staff members to recognize post-traumatic stress symptoms or other complications. Management consultation is available for those who wish to be informed about the effects of the CISD and any signs and symptoms of post traumatic stress syndrome, how to intervene with the employee and how to make a successful referral to Moda Health EAP.

Legal/Mediation

Each covered member is eligible for one (1) initial thirty-minute office or telephone consultation per separate legal/mediation matter (limit 3 per year) at no cost with a network attorney/mediator. If the member decides to retain the participating attorney/mediator after the initial consultation, the member will be provided with a preferred rate reduction of 25% from the attorney's/mediator's normal hourly rate.

Financial

Each employee is eligible to receive financial coaching from certified financial consultants by phone.

Identity theft services

This service provides members with up to a 60-minute free consultation with a highly trained Fraud Resolution Specialist™ (FRS). The FRS will conduct emergency response activities and assist members with restoring their identity, good credit and with the costly steps to dispute fraudulent debts, etc. In addition, members also receive an emergency response kit outlining actions and suggestions regarding identity theft prevention and restoration of the member's damaged identity.

Work/Family/Life

Consisting of childcare, eldercare, legal, financial, ID theft and concierge resource retrieval and reporting within 72 hours of initial call.

Home ownership program

Assistance and discounts on services associated with selling, buying and refinancing a home.

E-support

A live online virtual session with a Moda Health EAP consultant designed to answer questions, assist with problem resolution, and provide advice customized to your situation. Available through live chat or live video conference.

Optional services

Orientations/Seminars

Employee orientations, supervisor orientations, seminars, and group critical incident stress debriefing are available free for service. Orientations and seminars require a minimum of 10 employees.

On-site organizational development

On-site organizational development may be used for team building, conflict resolution, and other specialized training.

First responder services

Moda Health EAP will provide on-site crisis counselors within two hours of notification of a traumatic event. Services include informal outreach, check-in, supportive listening, problem-solving for immediate needs, assessment of mental/emotional health, and make recommendations as needed. Moda Health EAP will also conduct phone calls as needed to ascertain mental/emotional needs for those employee(s) wishing additional Moda Health EAP check-ins. Face-to-face counseling or other support services will be arranged as needed.

On-site individual counseling/grief support

On-site individual counseling/grief support. Formal on-site counseling is available. To maintain confidentiality and encourage participation, Moda Health EAP suggests employees wishing to talk with a counselor, contact us directly to request a counseling session related to the workplace trauma on the scheduled date.

Optional services	Cost
Employee EAP orientations	\$250*
On-site organizational development	\$300*
First responder services	\$325*
On-site individual counseling/grief support (M – F, 8 a.m. – 5 p.m.)	\$250*
On-site individual counseling/grief support (after hours)	\$325*

*per hour + travel

Seminars

Our seminars cover common issues related to personal finance, legal planning, parenting techniques, dealing with transitions, career development and much more. Which topics could benefit your group?

On-site services range from one-hour to all-day seminars. Please allow 3-4 weeks notice for scheduling.

Financial

- › Explore your relationship to money
- › Money basics: spending, borrowing, and savings*
- › Understanding investment basics*
- › Getting and keeping good credit*
- › Roadmap to retirement*
- › Tips for a tax smart future*
- › Home buying strategies*
- › ID theft: prevention and resolution*
- › Life stages retirement planning*
- › Adjusting to your adjustable mortgage*
- › Understanding health savings accounts (HSA's)*
- › The smartest financial decisions you can make

Legal*

- › Estate planning/wills/trusts
- › Power of attorney/advanced directives
- › Legal issues for older relatives or disabled family
- › Members

Parenting and family

- › Blended families
- › Parenting teenagers
- › Children and the internet
- › Raising an emotionally intelligent child
- › Elderly parents
- › Balancing work and family
- › Elder care service options
- › Teaching kids the truth about drugs
- › Talking to kids about sex and relationships
- › How to help your young adult transition to college
- › Navigating the teen years

General topics

- › Social media in the workplace
- › Debunking diet myths
- › Aging gracefully: how to maintain your health
- › Avoiding job burnout
- › Conquering the winter blues
- › How optimism can improve your quality of life
- › Tobacco/smoking cessation
- › Letting go... and... getting more
- › Partner relationship: smarter way to lasting love
- › Your relationship with work: 10 pitfalls to avoid
- › Anger management
- › Depression
- › Grief and loss
- › Personal safety
- › Identity theft
- › Generations at work
- › Diversity training
- › Gambling: when is it a problem?

Change

- › Coping with downsizing and job loss
- › Change and transition
- › Managing employees in a changing environment
- › Working in a changing environment

General

- › Employee orientation
- › Supervisor/manager orientation

*Additional fees may apply.

Career development

- > Career development
- > Job search skills
- > Resumes/interviewing
- > Matching your type to your job*

Communication

- > Email netiquette
- > Assertiveness
- > Communication skills in the workplace
- > Conflict resolution
- > Dealing with difficult people
- > Gender communication
- > Customer service

Stress

- > Vicarious trauma
- > Compassion fatigue
- > Dual careers: stresses and strategies
- > Dealing with illness and loss in the workplace
- > Stress management
- > Resiliency
- > Holiday stress
- > Time management
- > Coping with turbulent times

Substance abuse

- > Chemical dependency and your family
- > Drug and alcohol awareness
- > DOT employee training*

On-site health screenings*

- > Flu shots
- > Cholesterol and glucose screen
- > Blood pressure testing
- > Bone density testing for osteoporosis
- > Body composition testing
- > Pulmonary function testing
- > Dermaview skin cancer testing
- > Glaucoma testing

Webinars

- > Many seminars are available for live webcast. Call for details.

For supervisors/managers

- > Manager's guide social media in the workplace
- > Stress management for managers
- > Depression in the workplace: a manager's role
- > Manager's guide to critical incident in workplace
- > Coping with downsizing and job loss

Organizational development

- > Understanding self in relation to other team members
- > Developing a team mission statement
- > Building personal accountability
- > Team building
- > Enhancing team effectiveness through communication
- > Improving teamwork using conflict management skills
- > Organizing your workspace

Expanded training for managers

- > Hiring 101
- > Bullying in the workplace
- > A seminar for managers: improving teamwork using
- > Conflict management skills
- > Taking the road less traveled: an innovative approach to
- > Dealing with difficult employees
- > Managing a multi-generational workforce
- > First, break all the rules
- > Sexual harassment training
- > DOT supervisor training
- > Reasonable suspicion training
- > Violence in the workplace
- > How to achieve a work/life balance for you, your company, and your employees
- > Building accountability within your organization or team

*Additional fees may apply.

We can help you be a proactive manager.

As a supervisor or manager, you navigate workplace challenges on a daily basis. But some issues go beyond typical concerns like job performance.

If an employee comes to you with a personal problem, will you know what to say? If a tragedy impacts your team, can you provide support while maintaining a stable work environment? How do you deal with an employee's unexpected or inappropriate behavior? Moda Health EAP can walk you through the steps.

Moda Health EAP is a win-win program, benefiting both the organization and the employee. It:

- Improves productivity, employee morale and the work environment
- Reduces accidents, injuries and workers' compensation claims
- Eliminates possible severance and replacement related costs

Employees and eligible family members may receive services directly from Moda Health EAP. These include:

- Services by phone or in-person
- Assessing and prioritizing problems and concerns
- Identifying an appropriate course of action
- Resolving problems through short term counseling
- Receiving referrals to other community resources as appropriate
- Accessing services 24 hours a day, 7 days a week access

Supervisors/managers have unlimited consultation available with qualified Moda Health EAP professionals, trained in work-site issues. Moda Health EAP can provide assistance in:

- Identifying early warning signs and approaching troubled employees
- Observing, monitoring, and documenting employee problem behaviors
- Referring employees to Moda Health EAP

Confidentiality

Use of Moda Health EAP is strictly confidential. No information is released without written permission of the person receiving services. Exceptions to confidentiality occur only when there is danger to self or others, for example child or elder abuse, and threat of homicide or suicide. Moda Health welcomes any questions you may have regarding confidentiality.

How Moda Health EAP can help

Moda Health EAP is designed to assist employees and eligible family members in addressing a wide range of personal problems. Some of these problems may include:

- Relationships with family, significant others, co-workers
- Emotional or psychological issues such as depression or anxiety
- Financial, legal or consumer difficulties
- Grief, loss and transitions through significant changes
- Stress and health problems
- Alcohol or drug abuse: yours, or someone else's
- Aging or ailing family members

Any of the above problems can be serious enough to affect all areas of an employee's life, including the ability to perform at work in an acceptable manner. Job performance problems may present themselves in various ways, including:

- Absenteeism
- On-the-job absenteeism
- Job efficiency
- Interpersonal relationships
- Personal appearance, attitude and behavior

Your role as a supervisor is to focus on performance issues, while Moda Health EAP can help the employee deal with personal problems.

Manager/Supervisor focus

- Identify and document job performance problems
- Encourage use of Moda Health EAP

Moda Health EAP focus

- Identify underlying problems
- Develop a plan of action
- Refer to resource

Supervision and constructive intervention

The Intervention process below outlines the steps to follow when dealing with an employee who has a performance problem. Following these steps will help to ensure an effective intervention by focusing on objective performance issues. It's helpful to familiarize yourself with this process before problems arise. Remember, before or during any step of this process Moda Health EAP can help support you.

Observe

- › Recognize warning signs
- › Be objective

Document

- › Record your observations
- › Accurate, Behavioral, Consistent

Prepare

- › Develop a plan
- › Consult with others as needed

Take action, intervene

- › Meet with employee
- › Address the performance problems

Follow through

- › Continue to observe, document, plan
- › Pay attention to performance issues discussed in step four

Step One: Observe

The first step in dealing with a job performance issue is identifying the problem. It is important to point out issues as you become aware of them. The following are guidelines for observing performance problems.

Ask yourself questions about what you observe

- > Is this work performance or behavior acceptable?
- > Is it within my organization's policy and procedures?
- > Is what I observe inappropriate or extreme?
- > Is it unusual or out of character for this employee?
- > Is it unusual or out of character for this environment?

Consider safety first

- > Does it violate safety rules or regulations?
- > Does it cause an "at risk" situation for the employee?
- > Does it cause an "at risk" situation for others?
- > Does it cause an "at risk" situation for property?

The ABC's of Documentation

Accurate

- > Write it down. Don't rely on your memory.
- > Record objective facts as they occur.
- > Record job related behavior.
- > Omit hearsay and rumor.

Behavioral

- > Describe specific observed behavior.
- > Omit opinion and assumption.

Consistent

- > Be fair, be detailed, be precise.
- > Document improvement and positive behavior.
- > Don't diagnose or label.
- > Don't make assumptions.
- > Don't make accusations.

Step Two: Document

Objective documentation

- › Records a set of facts
- › Substantiates a need for improved work performance

Good documentation helps the supervisor

- › Recognize patterns of poor performance over time
- › Provide objective, factual feedback to the employee
- › Communicate the importance and necessity of good performance
- › Initiate a corrective process
- › Substantiate a need for disciplinary action when necessary

Good documentation helps the employee

- › Understand the standard of performance expected from him/her
- › Recognize what needs to be changed
- › Receive factual and appropriate feedback
- › Avoid denial of a problem

Documenting Performance Problems

Recognition and documentation of unacceptable job performance are essential to an effective intervention with a troubled employee. Listed below are ways that personal problems can have an impact on job performance. Use this as a reference for documenting performance problems.

Absenteeism

- › Unauthorized leave or excessive sick leave
- › Patterns of absences (Monday/Friday, after payday)
- › High absenteeism rate; excessive tardiness
- › Peculiar and improbable excuses for absences

On-the-job Absenteeism

- › Unexplained absences from worksite during work day
- › Frequent trips to the rest room/water fountain

- › Long coffee breaks
- › Physical illness on the job

High accident or "near miss" rate

- › Accidents or "near misses" on the job
- › Accidents off the job (may or may not affect job)

Difficulty concentrating

- › Work appears to require greater effort or more time
- › Easily distracted; difficulty staying on task

Confusion

- › Inconsistent work patterns
- › Resistance to change
- › Change in physical condition
- › Lower job efficiency
- › Unacceptable behavior
- › Difficulty in recalling instructions, details, etc.
- › Increasing difficulty handling complex assignments
- › Difficulty in recalling mistakes
- › Significant highs and lows in productivity
- › Alternating periods of accuracy and inaccuracy
- › Obvious increased stress when faced with changes
- › Rigidly maintains current behavior, despite feedback or directives to change
- › Comes to work or returns to work in an obviously abnormal condition
- › Deterioration in appearance, grooming or personal hygiene
- › Takes more time to complete tasks; misses deadlines
- › Increased waste or damaged products
- › Makes mistakes or uses poor judgement
- › Argumentative or intimidating behavior
- › Veiled or direct threats
- › Physical aggression towards people or property

Step Three: Prepare

Start with yourself

- Examine your personal feelings about the employee and the problem. Acknowledge and accept those feelings.
- Focus on what you want to achieve. What is the desired outcome? Feeling nervous or anxious is normal.
- If your feelings are hindering a fair, objective process, consider asking for help from your supervisor, the HR or Personnel department and Moda Health EAP.
- Decide if consultation is needed. If needed, use resources available to you – manager, HR, and Moda Health EAP.

Consider the employee

- Think of the situation from the employee's point of view.
- What reactions might you expect from the employee? Defensiveness, hostility, cooperation?
- Think about ways to acknowledge those feelings.
- Return to your focus of desired outcome.
- Give the employee this important message: "You are valued."

Develop a plan of corrective action

- Review the organization's policies and procedures that apply.
- Review and summarize documentation, remove subjective material.
- Decide what is to be done to correct the problem.
- Establish bottom line expectations for performance improvement.
- Arrange for the meeting considering the employee's current behavior.
- Assure privacy with no interruptions.
- Allow sufficient time for the meeting, but set a time limit.

Objective vs. Subjective

It is important to be aware of how your subjective information impacts your objective information. Consider all your information and your reactions so your own emotions don't cloud the issue. Being objective helps you focus on the performance issues that need to be addressed.

Objective

- What you see
- What you hear

Subjective

- Thoughts about the situation and the person
- Feelings about the situation and the person
- Concern about what might happen

Step Four: Take action, intervene

Objective

- › Meet with the employee to address the performance problem and provide opportunity for improvement.

The supervisor's role

- › Know supervisory responsibilities
- › Respond appropriately to signs of deteriorating performance
- › Provide information in a constructive manner
- › Listen attentively
- › Focus on job performance issues only
- › Keep action confidential, only share information with employee and supervisor if needed.

The employee's role

- › Make an informed choice about job performance
- › Be responsible for change

Intervening for poor performance

- › Risks the supervisor's relationship with the employee
- › Breaks the silence surrounding the performance problem
- › Describes the employee's behavior and how it impacts others
- › Provides a clear statement of expected job performance
- › Provides an opportunity for improvement
- › Refers the employee to Moda Health EAP for confidential help

Intervention means communicating under pressure. It helps to:

- › Manage your own emotional investment in the situation
- › Avoid enabling. Express concern but don't "rescue"
- › Listen actively, without reacting or interrupting
- › Keep the discussion focused on solutions to the problems
- › Follow up. Specify a time to re-evaluate the employee's progress

Step Five: Follow Through

Follow through is an on-going process

- Once you intervene with an employee, begin again at Step One, observing job performance.
- Observe and document job performance.
- Pay particular attention to the job issues discussed in the meeting
- Reinforce positive change with acknowledgement and support.
- If the employee's performance does not improve in a reasonable length of time, further disciplinary action may be necessary. Follow through.
- Don't avoid further disciplinary steps. By postponing the inevitable you are postponing the opportunity for the employee to get additional help if needed.
- If a referral has been made to Moda Health EAP, follow up with the employee and Moda Health EAP.

Grief

As a manager or supervisor, you will be expected to support employees following a critical incident. You may worry that you will say “the wrong thing” in these circumstances. Your presence and compassion are the most important resources during this time. The following is a list of ways you can support employees through the grieving process.

Tips for managers

- › Remember that grief is important, necessary and inevitable. Simply “snapping out of it” will not help your employee return to a productive and comfortable life.
- › You can help by creating an environment where the grief process is honored and supported.
- › Set an example of support and professionalism. Your actions and attitudes will be what others remember and follow.
- › Express your condolences. Sincerity and simplicity will let the grieving person know you care.
- › Stay in touch with grieving employees. You represent the workplace to your grieving employee.
- › If you are grieving too, make time to take care of yourself as well.
- › When you talk with your employee ask questions that are helpful, such as:
 - What are your needs for time?
 - Privacy?
 - What do you want me to tell your coworkers?
 - What can we do to help you with your work?
 - When you return would you prefer to talk about your experience or would you prefer to concentrate on your job?
 - Listen carefully to these answers, they may change from day to day.
- › In the workplace, respect the privacy and dignity of your employee. Don't repeat information without a clear understanding that it's okay to do so.
- › Honor the quiet moments, closed doors, and tears.

- › Whenever tasks are redistributed, be sure to thank the other employees for their additional work.
- › Support and encourage others in helping the grieving employee.
- › Expect the best from your employee. You can accept less than the best for a while and still express confidence in them.

Talking to a Grieving Employee

- › Use accurate language. When referring to a death for example, use died rather than a euphemism such as passed away.
- › Ask questions, such as:
 - Would you like me (or anyone else) to share any information with the others?
 - What information and details would you like them to know?
 - When you return, do you want to talk about your experience, or would you prefer to concentrate on your work?
 - What are your needs for time?
 - What are your needs for privacy?
 - What can I (or we) do to help you with your work?
- › Listen carefully to the answers. They may change day to day.
- › Keep asking; keep listening.
- › Make resources easily available through EAP and support materials.
- › Recognize that employees may indirectly try to get you to make decisions for them. Instead direct them to Moda Health EAP and their own support network (friends, family).

Supporting the workplace

- Respect privacy. Don't repeat personal or privileged information without a clear understanding or permission to do so.
- Honor those private moments, closed doors and quiet moments.
- Expect tears as a normal part of grieving.
- Other employees' memories and feeling may surface, and unspoken grief may emerge.
- Include the grieving employee in informal social events.
- Whenever tasks are redistributed, be sure to thank other employees for their work in helping to share the burdens.
- Support the efforts of others to help the employee; this is an opportunity to promote mutual support, teamwork and other organizational values.
- Expect the best from the grieving employee. You can accept less than their best for awhile, and you can express your confidence in them.

Critical incident stress debriefing (CISD)

As a manager or supervisor, you play an important role in providing support to employees following a critical incident. Employees will need emotional support and understanding while you focus on maintaining a stable work environment.

In preparing for a CISD, it is important to let your employees know that a counselor from Moda Health EAP will be on-site to facilitate a group meeting.

Guidelines for organizing a CISD

- › Find a room that is private and quiet. Arrange chairs for an interactive meeting (if possible in a U shape). Group sizes may vary so be flexible.
- › Tissues should be easily accessible.
- › Anticipate the duration of the CISD to be between one hour and one and half hours.
- › Moda Health EAP will provide handouts for employees and supervisors.
- › At the beginning of the group intervention, the on-site Moda Health EAP counselor outlines what will happen. The counselor facilitates an exploration of the critical incident, including the facts, thoughts, feelings, and reactions to the event. Employees are encouraged to participate at their own comfort level.
- › Through written and verbal communication, encourage employees to attend. Assure employees that their participation is voluntary and let them know you have set aside time from their regular duties to enable them to attend.

Correspondence example

Here is an example of correspondence explaining the purpose of and what to expect from a CISD:

On (insert day and date here), a counselor from Moda Health EAP will meet with us as a group from 10:00–11:30 a.m.. The counselor will facilitate a group discussion allowing you to explore thoughts and feelings related to the (insert description of incident here ie. Death of Jane Doe), and to help you identify coping mechanisms. You are invited to attend this meeting and are encouraged to participate at your own comfort level. If you do not feel comfortable participating in this group discussion, but would like to speak with a counselor over the phone, please do not hesitate to contact Moda Health EAP at 1-800-826-9231. Counselors are available 24 hours a day.

Job performance referral

A management referral to Moda Health EAP can be a powerful tool in helping an employee improve job performance. Although Moda Health EAP is most frequently used on a voluntary, self-referred basis, a management referral may, in fact, provide the only real chance of “getting the employee’s attention” and helping him/her resolve the problem.

When performance has declined or workplace behavior is unacceptable and your attempts to intervene with an employee do not bring about the desired improvement, you may wish to make a Job Performance Referral, sometimes called a Management Referral. This is a formal process. It is important that you coordinate this with your Human Resource or Personnel Office and Moda Health EAP before you initiate the referral with the employee. This ensures that the process will proceed smoothly and you receive the feedback you need.

Confidentiality standards forbid Moda Health EAP to provide information about an employee who uses the service. If you have formally referred an employee and notified Moda Health EAP, a form will need to be signed by the employee to release specific information.

Release form

The standard release form used by Moda Health EAP usually allows release of the following information.

- Whether or not the employee kept the initial appointment with Moda Health EAP as agreed
- Whether or not the EAP counselor made a recommendation(s) (not necessarily the nature of the recommendation)
- Whether or not the employee followed the recommendation(s)

This release format allows you as the supervisor to receive the minimal information needed so that your focus can remain on performance issues. Before completing the release forms it is recommended that the following format be observed:

- Decide who receives feedback from Moda Health EAP
- Decide what specific feedback from the EAP is necessary

Sometimes improvement will be slow; the problem will probably not be resolved overnight, but job performance should remain the focus of your intervention. Let the employee be responsible for resolving any personal problems.

Remember Moda Health EAP

There are many causes of poor job performance. If a personal problem is the cause of job performance problems, professional help may be necessary. Let the Moda Health EAP professionals make that assessment. There are two ways a supervisor can direct an employee to Moda Health EAP:

Informal Referral

A supervisor may recommend or encourage the employee to contact Moda Health EAP for support and guidance. This referral may be made if the employee expresses a need for assistance or is having job performance problems.

Management Referral

This is a formal referral. It is usually part of a disciplinary process. The supervisor receives information from Moda Health EAP regarding the employee’s participation and assessment recommendations that are made. It is important that you coordinate this with your Human Resources or Personnel Office and Moda Health EAP before you initiate the referral.

Answers to your questions

An employee has shared information with me about a personal problem. How can I stay out of their personal life and still be helpful?

Tell the employee you appreciate their honesty and willingness to share the problem with you. Explain that you feel you can best help by reminding the employee of Moda Health EAP, where competent professional consultation and help can be arranged. If the employee does not have a private work environment, consider offering the use of your office or telephone so they can call Moda Health EAP right away.

How do I respond to the employee who blames poor job performance on personal problems?

Note that the record shows this problem has existed for some time and that since it has not been resolved on its own, it is obvious that the employee needs more help. Urge the employee to consider contacting Moda Health EAP for assistance and recommendations. Document the conversation. Remind the employee that, in any case, the job performance problems must be corrected. Continue the discussion with a plan and a target date for improvement.

My employee demonstrates performance problems and acknowledges there is a personal problem, but claims it is only temporary, and prefers to take care of it alone. Should I involve Moda Health EAP?

Be frank, but supportive. If the personal problem has existed for some time and job performance is affected, recommend (urge) the employee to contact Moda Health EAP for support and guidance. Note that you are responsible for their performance. Depending upon the situation, you might consider making a Management Referral to Moda Health EAP.

The employee claims there is no problem and responds in an angry manner. How do I respond to their anger or intimidating behavior?

Use caution! If you have reason to believe the employee is emotionally unstable or perhaps in violation of your Alcohol and Drug Policy, do not continue the interview alone. Keep the person calm and request help from your manager and/or Human Resources



CASCADE CENTERS
INCORPORATED

Employee Assistance Program

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Portland, OR 97223-8023

MANAGEMENT REFERRAL FORM

- 1) Please
 - (a) complete the following Management Referral Form, and
 - (b) have the employee sign the Authorization form to Disclose Medical Records.
The signed Authorization form to Disclose Medical Records will allow the EAP to confirm the employee's contact with us.
- 2) Please Fax the completed Management Referral Form, the signed Authorization form to Disclose Medical Records, and any other pertinent information back to us prior to the employee contacting the EAP for an appointment.
- 3) Please call our toll-free number if you have any questions. 1-800-826-9231

Thank you

PLEASE ADDRESS YOUR FAX TO: CASCADE CENTERS, INC.

FAX #: (503) 620-3453

TELEPHONE: 1-800-826-9231

Cascade Centers, Inc.

Employee Assistance Program (EAP)

7180 SW Fir Loop, Suite 1-A
Portland, OR 97223-8023

1-800-826-9231
FAX (503) 620-3453

MANAGEMENT REFERRAL FORM

A Management Referral is a formal process of referring an employee to the Employee Assistance Program (EAP). In order to best assist both you and the employee, please answer the questions below and return this form to us BEFORE the employee's initial contact with us. To expedite this communication, please transmit this form by our confidential facsimile. Thank you for your time in completing this form.

Employers Please Note: This completed management referral paperwork will become part of your employee's clinical file at Cascade Centers. Under HIPAA, clients have the right to request or view their file at any time. Therefore, please be advised that your employee may request to view this paperwork. If you have information that you feel would be helpful that you are not comfortable including on this form, or any concerns, please call us at 800-826-9231 and a case manager will be happy to consult with you. This consultation will be confidential and will not become part of the employee's file.

Name of Agency _____ Date _____

Your Name _____ Your Title _____

Your Relationship to Employee _____

Your Telephone Number _____ Ext. _____ Fax _____

Employee Information

Name _____ Title _____

Date of Birth _____ Social Security # _____ Length of Service _____

What concerns do you have about the employee that led you to refer the employee to the EAP?

Please indicate any work performance problems that this employee is exhibiting which are not indicated above:

Has any progressive disciplinary procedure been initiated with this employee? If so, please describe and include a copy of documentation, if appropriate.

If this is a referral for a positive drug screen, please indicate the type of test (random, post-accident, reasonable suspicion, etc), the substance(s) the test was positive for or reason for invalid test, and the levels (if available). If possible, please attach lab report.

Type of Test: _____

Substance or reason for invalid: _____

Levels: _____

If you require information from the EAP regarding contact with this employee, this is considered a **Management Referral, or Job Performance Referral**. We need to know who the designated contact person is and what kind of feedback you require. Generally, it may be enough for you to know the following:

1. **Whether or not the employee contacted the EAP as agreed**
2. **Whether or not the EAP professional has made recommendations to the employee, and**
3. **Whether or not the employee is following through with recommendations made by the EAP professional.**

(If you require information in excess of that listed above, please call the EAP to discuss further.)

The above information should be directed to:

(Name)	(Title)	(Phone)
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Please tell your employee you expect the above information. The employee must sign an authorization for the EAP to release this information to you. A copy of our release form is included in this packet of information. You may want to utilize this form as part of your discussion with the employee when you refer him or her to the EAP.

If the employee is unwilling to allow feedback to you, we will not be able to share information due to legal and ethical obligations prohibiting such disclosure. In such a case, the counselor will contact you to let you know that he/she has been unable to obtain a release that would allow the counselor to discuss the employee.

Is the employee's acceptance of this Management Referral to the EAP a Condition of Continued Employment or is this stipulation included in the language of a Last Chance Agreement? _____ Yes _____ No

If you answered "yes" to the above question, please FAX us a copy of that document with this form. It will help us serve your employee in a more productive and informed manner.

Please note any additional information which you feel would be important for us to know:

Please call or FAX if you have any questions or concerns about this process or any of the paperwork herein. Should an EAP counselor fail to make contact with you regarding a referred employee, please do not hesitate to contact our office to follow-up on the referral.

Authorization Form To Disclose Medical Records

This form when completed and signed by you, authorizes me to release protected information from your clinical record to the person you designate.

This authorization must be written, dated and signed by the client or by a person authorized by law to give authorization.

I hereby authorize the release of information from the records of: _____

Between:

_____ **Cascade Employee Assistance Program** _____ Portland, Oregon 97223

and:

(Name of Designated Employer Representative) (Telephone)

(Address) (City, State) (Zip)

The purpose of this authorization is coordination of services between the Employee Assistance Program and the Employer.

This authorization applies to the following types of information:

- (1) Dates and times of contact with the EAP.
- (2) Whether or not the employee completed the EAP evaluation.
- (3) Whether or not recommendations were made for treatment or other services.
- (4) Whether or not the employee is complying with recommendations for treatment or other services.

This authorization shall expire one year from date signed and is subject to revocation at any time by me in writing, except to the extent that action has been taken in reliance thereon. Photocopies and electronic facsimile copies of the authorization are considered as valid as the original.

Prohibition on redisclosure by recipient. This information has been disclosed to you from records protected by Federal confidentiality rules (42 CFR, Part 2). The Federal rules prohibit you from making any further disclosure of this information unless further disclosure is expressly permitted by the written consent of the person to whom it pertains or as otherwise permitted by 42 CFR, Part 2. 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 any alcohol or drug abuse patient.

I understand that information used or disclosed pursuant to the authorization may be subject to redisclosure by the recipient of your information and no longer protected by the HIPAA privacy rule.

Date **Signature of Client** **SSN** **Date of Birth**

Date **Signature of Authorized Representative (if applicable)**



Questions? Contact Moda Health EAP at 800-826-9231
or visit www.cascadecenters.com.