



Manager's guide to the Employee Assistance Program (EAP)

Helping you facilitate high performing teams



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About Optum

With an extensive network of counsellors, associates and wellbeing providers, Optum is the complete health and wellbeing solution for your organisation.

Who are we?

From its expansion into Australia in 1993 as PPC Worldwide, Optum has become an industry leader in delivering EAP, EAP Plus and Wellbeing.

Optum enables quick and timely access to a comprehensive range of counselling and wellbeing services to small, medium and large scale businesses around the world.

Optum at a glance:

- has a global team of over 65,000 people
- provides services in over 140 countries
- serves 60,000,000+ people globally
- is a division of the UnitedHealth Group of companies.

Our network

With unrivalled scope both around Australia and internationally, Optum's network of offices and affiliates has the local knowledge to service smaller companies, alongside a global reach to assist blue-chip multinationals. Optum has:

- over 2500 affiliate service providers across Asia Pacific
- qualified and professional psychologists, counsellors and health and wellbeing providers.

Our work

Optum assists over 1,500 companies across Asia Pacific to manage the mental and physical wellbeing of their staff. On an annual basis Optum:

- Develops, implements and manages health and wellbeing programs for thousands of organisations across diverse industries.

- Responds to around 3,000 critical incidents within organisations in Australia.
- Receives approximately 150,000 calls for assistance within Australia.

**For more information
please call us today on**

1300 361 008 (AU)

0800 155 318 (NZ)

**or visit
optum.com.au**



Optum - what we do

We provide a complete health and wellbeing solution for your organisation.

EAP

Employee Assistance Programs (EAP) provide confidential short term counselling and wellbeing support to all employees and if eligible, immediate family members. EAP services include:

- Counselling
- Livewell access and online tools
- Critical Incident support
- Manager Hotline
- Disaster Response
- Face-to-face, online and phone based delivery.

EAP Plus

Programs designed to create high performing individuals and boost productivity within your organisation:

- Wellbeing Checks
- Coaching
- Peer Support programs
- Team assessments
- Workplace Support Services

and many more...

Employee wellbeing solutions

Activities and programs are designed to engage employee interests and positively impact the health and wellbeing of your workforce:

- Flu vaccinations
- Health fairs
- Health screenings and biometrics
- Exercise and relaxation
- Nutrition and healthy eating advice.

Springboards

A range of awareness programs exclusively designed to enhance the wellbeing of your employees.

Optum Springboards are a series of one (1) hour awareness sessions designed to give employees a basic understanding of relevant issues whilst also reminding them about the EAP. The topics are broadly categorised into three areas: personal, professional and psychological. They are specifically designed and developed based on our EAP data which identifies the main causes of concern for all employees.



Benefits for your organisation

- Strengthens employee skills. Increases employee motivation and morale.
- Creates a learning organisation.
- Creates awareness of critical issues.
- Establishes a caring organisational climate.
- Complements learning and development programs.
- Improves network and communication across the organisation.

What is an EAP?

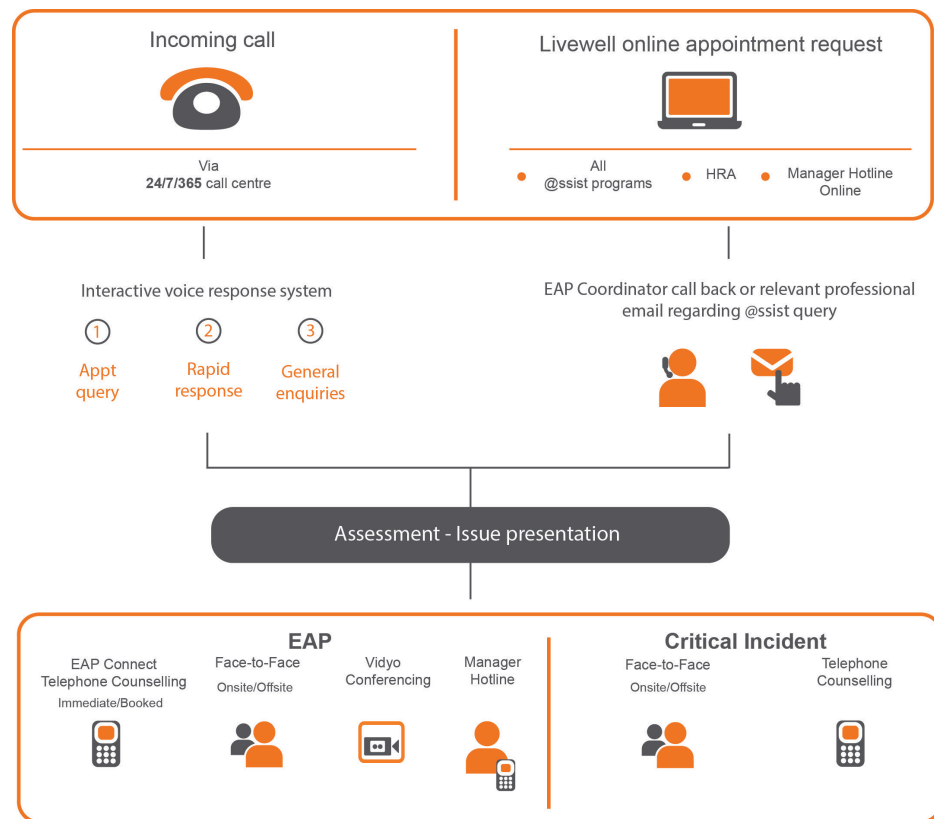
The Employee Assistance Program (EAP) is a confidential, short term counselling and support service designed to enhance your overall emotional and mental wellbeing and that of your employees and their immediate family members (if eligible).

The aim is to provide preventive and proactive interventions for the early detection, identification and/or resolution of both work and personal problems that may adversely affect performance and wellbeing.

The EAP is totally confidential, easily accessible, voluntary and can provide support on a range of personal and work related problems, such as:

- maximising your potential/performance and that of your employees
- managing your teams
- relationship and marital problems
- workplace conflict and communication
- organisational changes
- career path and retirement
- grief and bereavement
- balancing family and work responsibilities
- concerns about your children or family members
- depression, anxiety
- stress management
- elder care issues
- eating disorders
- addictions.

The Optum support process



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What is Manager Hotline?

Managers today face complex situations and demands that impact on their ability to manage their staff effectively. Managers know that employee management is their most critical work role, along with managing environments that are in a constant state of change. Managers have greater responsibilities to accomplish more with less. As a result many struggle to maintain team morale and productivity.

The Optum data below shows the top issues that concern managers.

To support managers and supervisors in proactively managing staff, Optum offers a telephone based 'helpline' called **Manager Hotline**. The service has been developed to confidentially support managers as they work to achieve good working relationships with their staff, for improved team performance and productivity.

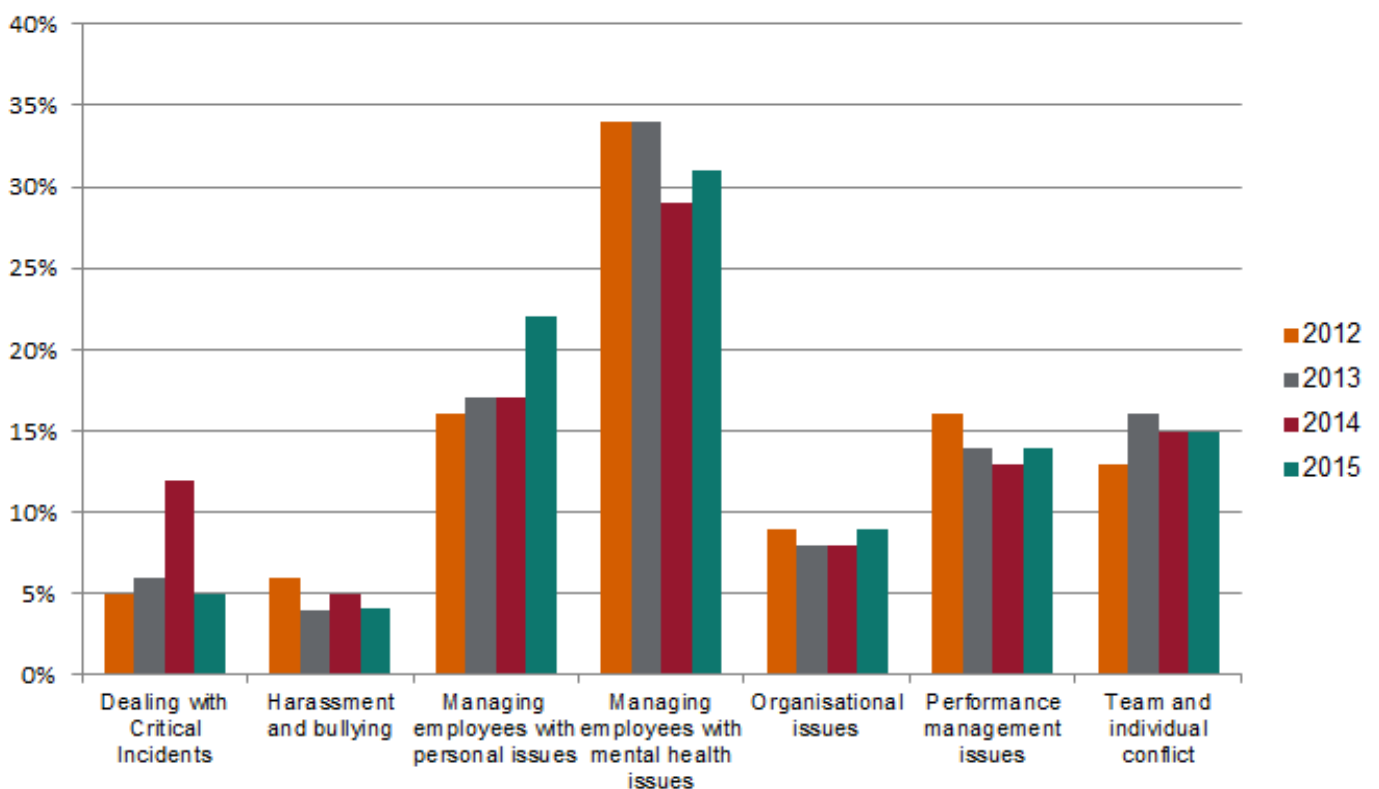
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Manager issues reported (2012 to 2015)

Source: Optum OCMS



Manager Hotline - how does it work?

Consider the following two scenarios:

Scenario one

A staff member is displaying erratic behaviour which is impacting on the rest of the team. She is regularly absent from work, often requiring peers to ring her to see if she plans to come to work. Peers have frequently complained to their manager and feel unsupported. Peers are conflicted, as they are left to cover her workload, but are also concerned for her health. The staff member becomes even more isolated and the team is unhappy.

Scenario two

A manager needs to have a performance management discussion with an employee. The employee has been constantly late, despite previous assurances to rectify the issue. Team members are becoming irritated by the constant tardiness. The manager commences the discussion with the employee, who becomes very aggressive and states to the manager "My GP has diagnosed me with depression".

In both cases there are consequences for the team, individual and the organisation.



Individual

- feels increasingly isolated from the rest of the team
- fears being labelled
- feels their work performance has deteriorated further
- feels there is a further erosion of self-esteem and confidence.

Team members

- feel they are not qualified to deal with mental health issues
- are resentful of regularly carrying the extra workload
- feel unsupported and unacknowledged.

Organisation

- increased absenteeism
- more mistakes and accidents
- reduced staff creativity, innovation and productivity
- hidden costs of manager's time in resolving issues
- negative public image.

Manager Hotline - how does it work?

How will the Manager Hotline improve manager performance?

Advice and professional support received from the hotline service will assist managers to:

- Gain a clearer understanding of how to resolve or overcome issues resulting from challenging situations.
- Form stronger professional relationships with direct reports and directors/managers.
- Develop improved assertiveness, self-assurance and leadership strength.
- Increase responsiveness when dealing with issues.
- Manage interpersonal conflict more effectively.
- Confidently respond to staff whose problems are having an impact on work.
- Assist a staff member who is not coping.
- Improve team relationships and functioning.

Accessing Manager Hotline

Managers call their relevant country contact number, where they will be asked for details of the issue. Depending upon the issue described, the manager will normally be booked in for a 30 minute consultation at a suitable time and date. The service is confidential, so no identifying information regarding a manager's use of the service will be provided.

If the issue is urgent and the employee is at risk, the manager will be immediately transferred to our triage counsellor who will assess the situation, support the manager and employee and identify the steps that need to be taken.

Risks of not accessing Manager Hotline

- Loss of productivity.
- Complaints of harassment, bullying and discrimination.
- Individual does not take responsibility for their behaviour.
- Loss of opportunity to coach/ support individual in behaviour change.
- Individual may not be fit for work; duty of care implications.
- Negative impact on the team.
- If issues are left unattended, it can infect an organisation's culture and morale.

The Manager Hotline is not intended to take the place of Human Resources (HR) advice or internal consulting services, but to be an additional resource and source of support in dealing with people issues.

Book an appointment and receive support on any people issues or organisational matters that may arise.



To contact an Optum consultant call on:

1300 361 008 (AU)

0800 155 318 (NZ)



Livewell - your online wellbeing resource

Visit www.livewell.optum.com which contains over 350 factsheets on a range of mental health and wellbeing topics. Simply log on to Livewell and enter your access code to start benefiting from all the information on the site.

Access the service online - Livewell

Manager Hotline can also be accessed online. It provides managers and team leaders the opportunity to seek specialised advice and support through a dedicated and confidential online facility.

To access Manager Hotline Online, log onto Livewell through www.livewell.optum.com and enter your organisation's unique access code. Click on 'My Services and Programmes' and fill in the appropriate form to obtain assistance.

Livewell and self-help tools

Livewell allows you and your employees to access their very own wellbeing resource. It provides interactive and user friendly information on work and personal issues. In addition, there are a number of tools available such as:


- Wellbeing Screeners - helping you to review your health.
- Smoking Cessation Planner.
- Health and Wellbeing calculators.
- eCards – enabling you to send special messages of thanks or support to colleagues, friends and family.

Livewell also has extensive articles that provide support to managers such as:

- Breaking redundancy news.
- Bullying and Harassment.
- Dealing with difficult people.
- Handling conflict.

and many more...

Logon to www.livewell.optum.com and access Manager Resources today.



livewell.optum.com

Looking after yourself while caring for others

When you're caring for someone it can be easy to focus all your energy on them. If you care for other people, it's important you look after yourself too, so you don't burn out. That's why it's so important that you get the support you need. The right help can make a huge difference to how you feel and the amount of energy you have to give others. [Learn More!](#)

1

2



Members: Access Anonymously

Enter your group access code here. If you have an existing username and password for the member site, **your username is now your access code**. You no longer need to enter a password.

Username/
Access Code:

Go

If you do not know your access code or existing username, [please call the toll-free AT&T access number for your country](#) and then dial 866-894-5795.

Help Centre

Cookie Statement

This site uses cookies. If you continue to use our site, you agree to their use. [Visit our Cookie Policy](#) to find out more about what we use cookies for and how to manage them.

What is my Access Code?

If you have an existing username and password for the member site, your username is now your access code. You no longer need to enter a password.

Why don't I need a password anymore?

We've simplified the process so now there's only one piece of information to remember.

Where can I find out more about the new site?

[Click here to take a look at our "What's New" site overview](#)

8 Livewell



Qualified professionals, quality service

All Optum counsellors are qualified psychologists and social workers, with peak industry body accreditation and vast experience.

Critical Incidents in the workplace

Critical incidents are any sudden or unexpected incidents which have the potential to significantly impact an individual or group's physical, emotional or psychological wellbeing, or sense of safety.

Critical incidents that are commonly responded to include issues such as:

- physical threats and assaults
- terminal illness
- death or suicide of an employee
- dealing with threatening behaviour in the workplace
- serious accidents or emergencies
- natural disasters.

Critical incident response

The Critical Incident Response service uses a Psychological First Aid model of intervention designed to reduce the initial distress caused by traumatic events to support adaptive functioning and coping.

Optum will respond to your critical incident request (24/7) immediately. Our response starts with a telephone assessment designed to assess the type of incident, design the best response and support to management in relation to how to manage the incident from a wellbeing perspective until the Optum counsellor arrives onsite.

Speak to your HR or OH&S team to determine your procedures if you believe your team or workplace is one where the risk of critical incidents may be high.

If you are authorised to do so, you can contact Optum in the event of a critical incident on:

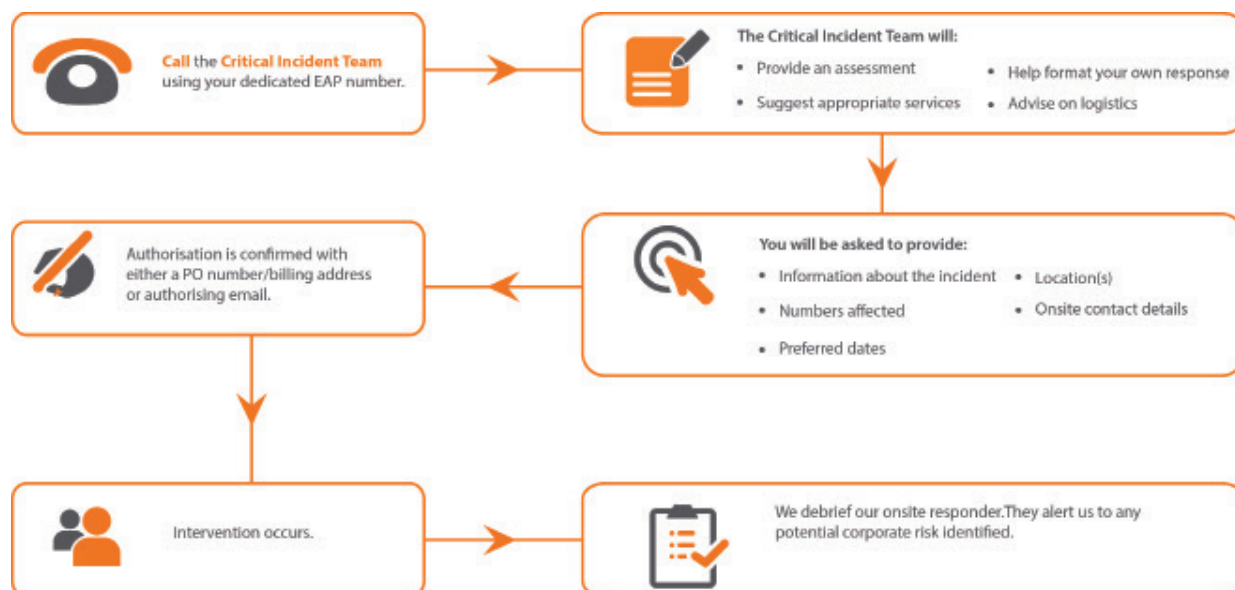
1300 361 008 (Australia)

+61 3 9658 0025 (From abroad)

0800 155 318 (New Zealand)

+64 3 353 0906 (From abroad)

Once you call, follow the automated response. Select 'Option 2' and advise the operator immediately that you wish to activate a Critical Incident Response and you will be connected to Optum's critical incident coordinator in your area.



How do you manage challenging situations?

Take the opportunity to reflect on how you manage challenging situations. Think of the times where you have faced challenging staff situations that you wished you had managed more effectively. How would you rate yourself with the following issues?

On a scale of 1 - 5, where 1-managed very well, 2-managed reasonably well, 3-managed just ok, 4-unsatisfactory, 5-very poorly. (Please circle and calculate to get a total number).

Situations	managed very well	managed reasonably well	managed just ok	un-satisfactory	very poorly
under performance	1	2	3	4	5
poor time management	1	2	3	4	5
performance reviews/appraisals	1	2	3	4	5
personality clashes	1	2	3	4	5
increasing mistakes in tasks	1	2	3	4	5
salary discussions	1	2	3	4	5
disciplinary procedure	1	2	3	4	5
absenteeism	1	2	3	4	5
working consistently long hours	1	2	3	4	5
personal hygiene	1	2	3	4	5
aggressive behaviour	1	2	3	4	5
drug abuse	1	2	3	4	5
insubordination/disruptive behaviour	1	2	3	4	5
alcohol abuse	1	2	3	4	5
redundancies	1	2	3	4	5
frequent short term sick absences	1	2	3	4	5
termination of services	1	2	3	4	5
inappropriate clothing	1	2	3	4	5
giving positive feedback	1	2	3	4	5
Grand total					

How do you manage challenging situations?

If your score is between:

20 to 40 – you are managing the situation. You don't find them challenging and are able to resolve/deal with them as they arise.

40 to 60 – there will be times and situations that cause concern and anxiety. Rather than worrying, call the Manager Hotline for support.

60 to 100 – you have more than your share of complex situations which may cause you to worry about what the best solution might be and make it difficult for you to switch off. Call the Manager Hotline right away for support.

Remember - by the time a situation becomes critical there may be:

- an increase in absenteeism
- a reduction in productivity - disengagement
- increased levels of unresolved conflict
- a number of accidents/mistakes and work cover claims.

The hotline is resourced by our most experienced senior consultants who have extensive management experience and are registered psychologists. They are experienced in providing consultation on a range of staff management issues. This service is designed to support managers in proactively addressing issues at an early stage.



To contact an Optum consultant call on:

1300 361 008 (AU)

0800 155 318 (NZ)

Manager responses to frequently asked questions by employees

How confidential is the EAP service?

Optum is bound by The Privacy Amendment (Private Sector) Act 2000, which provides protection of personal information for all clients and our contracts with employers expressly deny the release of any information about our clients to the employer. Unless an employee informs the employer that they have visited EAP, the organisation has no way of finding out who accessed the service. Optum does not provide WorkCover reports, legal reports or similar, in relation to EAP counselling sessions unless directed by the courts.

Who are Optum counsellors?

Optum only recruits and employs highly qualified psychologists and social workers in their state of practice and all have experience in the provision of EAP. All counsellors are accredited members of either the Australian Psychological Society or the Australian Association of Social Workers.

Can an employee choose the counsellor they wish to see?

The counselling team is comprised of a balance of female and male professional consultants representing varying backgrounds, specialisations and age groups and genders to ensure we are able to meet the expressed needs of a diverse client base. If an employee or family member have a preference for a male or female counsellor, or feel they have special requirements, they need to indicate these preferences or requirements when they

speak to our call centre. We recognise that on occasion people may not feel that the counsellor they have spoken to is the right 'fit' for them and can easily provide employees with a choice of counsellors.

Where are Optum counsellors located?

Optum has one of the world's most extensive associate networks. With locations nationwide, Optum will find the most convenient office for you to attend. For further information on the nearest office location, please contact our call centre on 1300 361 008 (Australia) or 0800 155 315 (New Zealand).

What if an employee needs a longer-term or specialised support?

For some people who access the EAP, it may be evident to the counsellor that longer-term or specialised support may be required. The counsellor will discuss the options available to your employee, or their family member and the counsellor will help to link in with the service that the employee feels is the best one for them. We will take into account their capacity to access private or government funded services and support them until the service is available.

Will the employee see the same counsellor each time?

Optum understands that it is important that employees wherever possible should continue care with the same counsellor. Where possible all subsequent bookings for EAP sessions will be with the same

counsellor. Our call centre employees are able to identify the counsellor the employee has been seeing and continue to book with that counsellor. If the counsellor is unavailable, another suitable counsellor will be sourced and they will have access to the treatment notes of the previous counsellor.

What can an employee expect during a counselling session?

Counselling is an opportunity for your employees to have a confidential conversation with a neutral and qualified person, to help them to better understand their situation. It is time set aside for your employee to talk freely, to discuss strategies, gain information and advice to improve their wellbeing and satisfaction with life.

As a Manager you can...

- Become an expert on the scope of services as part of your package with Optum.
- Keep electronic versions of the Optum promotional material handy for when needed and keep them on your intranet for easy accessibility.



Take care of your most precious resource

Human capital is the cornerstone of any organisation. Optum can assist the people that drive the continual success of your business.

“We aim to be the market leader in the provision of services aimed at improving workplace productivity through targeted, innovative and cost effective employee wellbeing strategies to regional, national and global businesses.”

Paul Guerra, Optum Managing Director and Senior Vice President, Asia Pacific.



OPTUM™

optum.com.au

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