

The background of the entire page is a photograph of a Zen garden. It features light-colored sand with several concentric, hand-drawn ripples. In the lower foreground, a single, smooth, dark black stone sits on the sand. The overall aesthetic is calm and minimalist.

BASIC FACTS ABOUT EAP

SFHSS EAP is structured to meet the business and individual needs of the four employers of the City and County of San Francisco by providing services to address both individual and organizational concerns.

Individual services focus on personal or work-related issues that may interfere with productivity, job satisfaction or personal well-being.

Organizational services address management concerns, work unit issues, systemic problems and the shared concerns of employee groups.

EMPLOYEE **A**SSISTANCE **P**ROGRAM

sfhss.org/well-being/eap

EAP Counselors are licensed mental health clinicians with many years of diverse experience in counseling, consulting and business and as City employees.

SERVICES ARE:

- Available for active employees & their immediate family
- Available Monday – Friday, 8:00–5:00
- Available during lunch hours

MANAGEMENT CONSULTATIONS ARE:

- Unlimited in number
- Confidential (as perscribed by law)
- By phone or in-person

EMPLOYEE & FAMILY MEMBER COUNSELING SESSIONS ARE:

- Limited to 6 per year
- Confidential (as perscribed by law)
- In-person unless the counselor determines that tele-counseling is an appropriate method of service delivery

WHO MAY REFER TO EAP?

- Directors, managers, supervisors, HR professionals & unions
- Employees and their immediate family may self-refer

WHAT KIND OF TIME DO EMPLOYEES USE FOR EAP COUNSELING?

- Employees must use their own time for appointments unless referred by you for a mutually agreed upon work-related issue. See DHR Time Use Policy.

EAP Phone lines are always answered by an EAP Counselor.

The background of the entire page is a photograph of a Zen garden. It features light-colored sand with several sets of concentric, hand-drawn ripples. Three smooth, grey, speckled stones are placed on the sand: one at the top, one in the center within a set of ripples, and one at the bottom, also within a set of ripples. The overall aesthetic is minimalist and calming.

A QUICK REFERENCE TO EAP CORE SERVICES

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Short-term Solution-Focused Individual Counseling & Consultation

to address a wide range of personal, interpersonal and work-related issues

Couples Counseling to address interpersonal relationship issues

Referrals to employee benefits, web and community-based resources, human resources & unions

Management Consultation on a wide range of complex management & employee issues that negatively impact individuals, productivity, morale and workplace well-being

Organizational Consultation to address a wide range of complex organizational issues that negatively impact productivity, morale, teamwork and workplace efficiencies and well-being

Mediation to encourage resolution of interpersonal problems resulting from personality conflicts, communication difficulties and duty disagreements

Critical Incident/Disruptive Event Response for events such as workplace violence, exposure to a violent or threatening act, employee death, natural or man-made disaster & other incidents that take focus away from work

@Work Workshops & Trainings aimed at increasing the knowledge-base and skill-set of employees to improve well-being and capabilities in the workplace

Brown Bag Seminars geared to helping employees develop a knowledge-base and skill set to increase personal well-being



GETTING THE MOST OUT OF MANAGEMENT & ORGANIZATIONAL CONSULTATIONS

Supervisors, managers, directors and HR professionals often call EAP for consultation about an individual employee or concerns about a work unit. To help you get started, refer to the checklist on the back of this card.

The goal of your EAP is to help you come up with a plan of action for workable solutions.

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Your EAP Counselor will want to know the following:

FOR AN INDIVIDUAL EMPLOYEE ISSUE:

- ✓ Name of employee, job function, # of years with the city
- ✓ Employee's supervisor's/manager's name
- ✓ Description of the problem
- ✓ Who is involved in the problem?
- ✓ How long has the problem been going on?
- ✓ Who is involved in trying to solve the problem?
- ✓ What attempts have been made to solve the problem?
- ✓ Is the employee on any disciplinary action?
- ✓ How are you hoping your EAP can be of help?

FOR A WORK UNIT ISSUE:

- ✓ Work unit name & function
- ✓ Description of the problem
- ✓ Who is involved in the problem?
- ✓ How long has the problem been going on?
- ✓ Management chain of command for the work unit
- ✓ Who is involved in trying to solve the problem and what actions have been taken to do so?
- ✓ How are you hoping your EAP can be of help?

GETTING THE MOST OUT OF MEDIATION

Mediation occurs between two employees who are having difficulty resolving differences that impact their ability to work together. Employees must have their supervisor/manager involved as success resides with accountability and work time is used for this service.

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FAQ's and guidance on utilization of mediation services.

Who initiates mediation? A manager or supervisor should make the initial call to EAP. A consultation will take place with an EAP counselor to determine if mediation is the best tool for resolving the specific conflict.

What happens next? If mediation is deemed appropriate by your EAP counselor, an initial 1.5 hour mediation session is scheduled by the manager or supervisor calling.

Is mediation voluntary? Yes, it must be voluntary in order for both parties to have buy-in to the process. Your EAP counselor will discuss with you how to refer the employees.

How many sessions does it take? Up to 3 – 1.5 hour sessions to reach a mediation agreement that is signed by both employees.

How is the supervisor/manager involved? The supervisor/manager will receive a copy of the final agreement from the EAP counselor. The supervisor/manager will be engaged in a concluding consultation with the EAP counselor to review the agreement, answer any questions and discuss employee and supervisor/manager accountabilities including the involvement of HR when necessary.

What if one or both of the employees do not want to participate in mediation? We will handle it as a regular management consultation and may suggest the involvement of HR.





@WORK WORKSHOPS & TRAININGS & BROWN BAG SEMINARS

Workshops, trainings and brown bag seminars are aimed at increasing employees' knowledge, skill set and capacity in areas that impact workplace and personal well-being.

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sfhss.org/well-being/eap

What is the difference between @Work workshops & trainings and Brown Bag Seminars? Anything entitled @Work can be attended on work time with management approval, while the Brown Bag seminars must be attended on an employee's own time.

What is the schedule for these workshops, trainings and seminars?

Please see our website for the most current information:

www.sfhss.org/well-being/eap

Do you come to us or do we have to go to you? EAP will gladly come to your site. We also provide some workshops and seminars at the EAP location. See the EAP website for current schedule.

I want to send someone for an anger management workshop – when is the next one scheduled? If you do not see anything scheduled on the website, call for a consultation and your EAP counselor will discuss how to refer the employee for individualized anger management work.

What workshops and trainings do you offer? Please check the EAP website for the most current offerings: www.sfhss.org/well-being/eap

How do I schedule a workshop or training? Supervisors, managers and directors may request a workshop or series. Call EAP for a consultation to determine what would be most appropriate for your employees.

How do I order a Brown Bag seminar? Contact your Wellness Champion, call an EAP counselor or email SFHSS Well-Being at well-being@sfgov.org.

CRITICAL INCIDENT & DISRUPTIVE EVENT RESPONSE BASICS

Employee Assistance is here for you in times of crisis to support and help guide you and your employees so your work unit can get back to normal functioning as soon as possible.

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Definitions

A **Critical Incident** can be defined as any event that has a stressful impact sufficient enough to initially overwhelm a person's typical coping abilities and/or is an occurrence that is atypical for the everyday work environment. This is also referred to as a **Disruptive Event**. *Examples include:*

- Death of a co-worker, patient or client
- Death of a co-worker's family member
- Witnessing grossly inappropriate or disturbing behavior
- A situation that causes employees to feel unsafe
- Workplace violence
- Natural or man-made disaster
- Witnessing violence
- Sexual or other physical assault

Psychological First Aid is the evidence-informed approach for assisting people in the immediate aftermath of a critical incident or disruptive event aimed at reducing initial distress and to foster short and long term adaptive functioning.

Trauma is a short or longer term emotional response to an intense event. Short-term reactions are normal stress responses and typically dissipate or lessen significantly over time, while longer term responses can cause additional difficulties for which a person should seek help.



YOU ARE NOT ALONE IN TIMES OF CRISIS

Take time to familiarize yourself with this card so you are prepared to respond to a critical incident or disruptive event.

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First Steps

Assuming you and your employees are safe.

- ✓ Take a moment to breathe and to gather your thoughts
- ✓ Lock your computer if you are stepping away from your desk
- ✓ Remain calm so that you can be attentive to others and provide leadership
- ✓ Contact your manager or HR according to protocols for your area
- ✓ Call EAP for support, guidance and possible intervention
 - Not every situation requires an intervention – Your EAP counselor will help you determine what is right for your group.
 - The immediate needs after a critical incident or disruptive event is for employees to feel safe and cared for. *(See next card for psychological first aid.)*



PSYCHOLOGICAL FIRST AID (PFA)

What you need to know to care for your employees.

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When a critical incident or disruptive event occurs, different people are affected differently based on many factors including:

- The nature and severity of the event experienced
- Their experience with previous distressing events
- The support they have in their life from others
- Their physical and mental health
- Their cultural background
- Their age and life experience

PFA is simply a supportive response to a fellow human being who is suffering and who may need support. It involves:

- Providing practical care and support, which does not intrude
- Assessing needs and concerns
- Helping employees to address basic needs for water, food, information
- Empathic listening but not pressuring anyone to talk
- Comforting employees and helping them to feel calm
- Helping employees connect to information, services and social supports
- Protecting employees from further harm (such as media and public inquiry)



PSYCHOLOGICAL FIRST AID (PFA)

What you need to know to care for your employees.

When a critical incident/disruptive event occurs, typical everyday functioning is disrupted for a length of time.

Attending to employee needs for information, comfort and time to process is an important part of helping employees get themselves and the workplace back to full functioning.

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PREPARE

Knowing your workplace protocols and who to call if a critical incident or disruptive event occurs can help you help others. Learn about available services and supports that could be helpful to you and your employees.

LOOK

- Check for safety
- Check for employees with obvious urgent basic needs
- Check for employees with serious distress reactions

LISTEN

- Gently approach employees who may need support
- Ask about employees' needs and concerns
- Receive the information you are hearing
- Appreciate where the person is coming from
- Summarize what you think you are hearing
- Ask questions for clarification and understanding

LINK

- Provide information and updates to your employees
- Help employees address their basic needs
- Connect employees with resources and social support



GOING FORWARD AFTER A CRITICAL INCIDENT OR DISRUPTIVE EVENT

Just as each critical incident/disruptive event is unique, so is each individual employee. Signs of trauma should lessen over time so observing your employees' progress toward healing can alert you to any lingering problems.

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OBSERVE YOUR EMPLOYEES

- For ongoing or increased disruption of work duties
- For increased absences
- For increased or ongoing fatigue, loss of concentration, forgetfulness and errors
- For increased or ongoing emotional disruption
- For ongoing or increased hypervigilance or distress

SELF-CARE IS ESSENTIAL

Engage in self-care and encourage your employees to do the same.

- Plenty of sleep
- Exercise
- Healthy eating
- Reaching out for support
- Taking time to recharge

Call Employee Assistance for a consultation if you have a concern about yourself or any of your employees.

Calls are answered 24/7: (800) 795-2351 or (628) 652-4600

WE'RE HERE *For You*