

# UM SYSTEM

## EMPLOYEE ASSISTANCE PROGRAM



### FISCAL YEAR 2014 – 2015 ANNUAL REPORT

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## Introduction

An employee assistance program (EAP) serves several functions for organizations. For example; an EAP can support institutions in the following ways.

- **Assess organizational antecedents to stress** – identify stress markers such as organizational size, complexity, work role and work schedule
- **Identify stressors in organizational life** – physical (e.g., noise, lighting, vibration) or psychosocial (e.g., role ambiguity, role conflict, role overload)
- **Assist in the management of perception and cognition** – (e.g., employee – organizational appraisal of the situation)
- **Help in the management of institutional and member responses to stress** – along physiological, psychological, social, technical and behavioral domains
- **Chronicle the ramifying consequences of stress** – on health and illness, for organizational effectiveness and connected to the performance of employees in other life roles
- **Distinguish properties of the person as stress mediators** – such as personality, self-esteem, locus of control and demographic characteristics
- **Acknowledge properties of the situation as stress mediators** – (e.g., supervisor social support or co-worker social support)

Furthermore, a comprehensive, full-service EAP is interdisciplinary in scope and incorporates or combines technologies from occupational – public health, industrial/organizational psychology, sociology, economics, human factors, industrial engineering and a variety of clinical specialties. A mixture of primary, secondary and tertiary prevention represents a practical apparatus to infuse the interdisciplinary methodology. This technique is summarized here.

- **Primary Prevention** – taking action to reduce or eliminate stressors (e.g., personal – organizational), and to promote a supportive and healthy work environment (e.g., early assessment and diagnosis facilitated through the use of the EAP Stress Analysis Questionnaire)
- **Secondary Prevention** – prompt detection and management of psychological, social, familial, health-related, occupational and other ecological concerns by increasing individual and organizational awareness of stress and improving stress management skills (e.g., educational and promotional activities in the form of training and development)
- **Tertiary Prevention** – rehabilitation and recovery process of employees who have mental or physical disorders due to some type of stress (e.g., five sessions; more if necessary; of cognitive – behavioral – process oriented counseling, including referral to community resources)

- **Develop Host Resistance** – the ability of an individual, team, or organization to function in the presence of a stressor without negative consequences

## Year-End Results – Clinical

### Columbia

Campus	Health Care	Extension	System	Total	Average Number of Sessions
235	112	12	8	367	2.5

System Location	Number Served	Previous Year	Average Number of Sessions – FY 2014 - 2015
St. Louis	33	13	1.7
Rolla	17	11	1.8
Kansas City	57	28	1.1

System Location	Types of Primary Clinical Concerns (listing of most to least frequently cited stressors)
Columbia	Occupational Marital Psychiatric (e.g., depression and anxiety) Family Health Other Relationship Alcohol Financial Legal Other Substance Use
St. Louis	Occupational Marital Psychiatric (e.g., depression and anxiety) Family Alcohol Financial Health

Rolla	Marital Psychiatric (e.g., depression and anxiety) Family Health Occupational
Kansas City	Psychiatric (e.g., depression and anxiety) Family Occupational Health Work – Life Marital Financial Addiction Legal

**Utilization Analysis – Clinical Services**

**UA Formula:** activity by employees or employee family units divided by the number of eligible employees.

**Columbia**

$$U = \frac{\text{activity by employees or employee family units}}{\text{number of eligible employees}} \quad \mathbf{367/17,000 = 2.15\%}$$

**St. Louis**

$$U = \frac{\text{activity by employees or employee family units}}{\text{number of eligible employees}} \quad \mathbf{33/2300 = 1.43\%}$$

**Rolla**

$$U = \frac{\text{activity by employees or employee family units}}{\text{number of eligible employees}} \quad \mathbf{17/1400 = 1.21\%}$$

**Kansas City**

$$U = \frac{\text{activity by employees or employee family units}}{\text{number of eligible employees}} \quad \mathbf{57/3500 = 1.62\%}$$

## EAP Stress Analysis Questionnaire – Most Intense Stressors

The stress analysis questionnaire is designed to identify and manage the multivariate stressors of organizational life including the short and long term effect of stressors; serve as the catalyst to analyze and map occupations as markers for stress and provide information regarding the psychological, social and sociotechnical factors that explain occupational differences. Data derived from this analysis informs and guides EAP interventions at organizational, group-level and individual domains. We recommend that all stakeholders system-wide complete the questionnaire. Our questionnaire represents the essence of primary prevention.

**Note:** Evaluation consultants must clearly anchor or label the end of survey scales to promote clear interpretation of results. Specifically, the survey domains labeled Job-Specific Stressors, Interpersonal Stressors and Personal Stressors are anchored along a five-point, Likert-type scale depicted here.

- 5 = Extremely Intense
- 4 = Intense
- 3 = Moderately Intense
- 2 = Low Intensity
- 1 = Virtually Non –Existent

The survey domain labeled Health-Related Stressors has a unique scale for each topical area. The most desirable scores for Depression, Anxiety, Cigarette Smoking, Alcohol Use and Job Burnout is 1. All other results or scores for these areas represent potential intervention opportunities (e.g., occupational health education and health promotion).

For the topical area Dietary Habits, 5 is the most desirable score. Any measure or result at the anchor of 3 or below represents and intervention opportunity (e.g., health education and health promotion). For the topical area Physical Activity, 5 is the most desirable score. Any measure or result at the anchor of 3 or below represents and intervention opportunity (e.g., occupational health education and health promotion).

System Location	Job-Specific Stressors	Interpersonal Stressors	Health-Related Stressors	Personal Stressors
Columbia	Occupational Role Stress - too much work, lack of clarity about the job or conflict connected to assuming a role at work  <i>M = 3.2; SD = 1.0</i>	Organizational Injustice – concerns about equity, fairness or justice at work. This category includes concerns about the quality of interpersonal treatment on the job	Cigarette Smoking  <i>M = 4.6; SD = .90</i>  Alcohol Use  <i>M = 4.5; SD = .62</i>	Financial Stressors  <i>M = 3.3; SD = 1.2</i>  Planning for Retirement  <i>M = 3.1; SD = 1.1</i>

	<p>Negative Team Dynamics – unclear purposes and goals, unclear boundaries, lack of access to resources, lack of support</p> <p><i>M = 3.2; SD = 1.4</i></p> <p>Economic Stressors – work-related concerns about budget cuts, layoffs or low salaries</p> <p><i>M = 3.1; SD = 1.2</i></p>	<p><i>M = 3.1; SD = 1.4</i></p> <p>Organizational Politics – actions by individuals designed to further their self-interests without regard for the wellbeing of others or the organization</p> <p><i>M = 3.1; SD = 1.3</i></p>	<p>Depression</p> <p><i>M = 4.0; SD = 1.7</i></p> <p>Anxiety</p> <p><i>M = 3.1; SD = 1.1</i></p>	
St. Louis	<p>Occupational Role Stress - too much work, lack of clarity about the job or conflict connected to assuming a role at work</p> <p><i>M = 3.5; SD = 1.2</i></p> <p>Economic Stressors – work-related concerns about budget cuts, layoffs or low salaries</p> <p><i>M = 3.4; SD = 1.2</i></p> <p>Negative Team Dynamics – unclear purposes and goals, unclear boundaries, lack of access to</p>	<p>Organizational Injustice – concerns about equity, fairness or justice at work. This category includes concerns about the quality of interpersonal treatment on the job</p> <p><i>M = 3.4; SD = 1.5</i></p> <p>Organizational Politics – actions by individuals designed to further their self-interests without regard for the wellbeing of others or the organization</p> <p><i>M = 3.2; SD = 1.6</i></p>	<p>Job Burnout – emotional exhaustion, decreased effectiveness and poor work performance, negative mental, behavioral or physical symptoms</p> <p><i>M = 2.7; SD = 1.3</i></p> <p>Depression</p> <p><i>M = 2.5; SD = 1.3</i></p> <p>Anxiety</p> <p><i>M = 4.4; SD = 1.1</i></p>	<p>Financial Stressors</p> <p><i>M = 3.3; SD = 1.0</i></p> <p>Planning for Retirement</p> <p><i>M = 3.0; SD = 1.0</i></p>



	resources, lack of support <i>M = 3.3; SD = 1.4</i>			
Rolla	<p>Negative Team Dynamics – unclear purposes and goals, unclear boundaries, lack of access to resources, lack of support <i>M = 3.3; SD = 1.4</i></p> <p>Occupational Role Stress - too much work, lack of clarity about the job or conflict connected to assuming a role at work <i>M = 3.2; SD = 1.2</i></p> <p>Organizational Change - too much, too rapid or too frequent change – lack of information about change initiatives <i>M = 3.0; SD = 1.3</i></p>	<p>Organizational Politics – actions by individuals designed to further their self-interests without regard for the wellbeing of others or the organization <i>M = 3.3; SD = 1.4</i></p> <p>Organizational Injustice – concerns about equity, fairness or justice at work. This category includes concerns about the quality of interpersonal treatment on the job <i>M = 3.3; SD = 1.3</i></p> <p>Personality – personality clashes with colleagues, poor person-job fit <i>M = 3.0; SD = 1.4</i></p>	<p>Job Burnout – emotional exhaustion, decreased effectiveness and poor work performance, negative mental, behavioral or physical symptoms <i>M = 3.0; SD = 1.4</i></p> <p>Depression <i>M = 2.8; SD = 1.4</i></p> <p>Anxiety <i>M = 2.7; SD = 1.4</i></p>	<p>Financial Stressors <i>M = 3.2; SD = 1.2</i></p> <p>Planning for Retirement <i>M = 2.9; SD = 1.2</i></p>
Kansas City	Industrial Relations – HR Policies and Procedures	Organizational Politics – actions by individuals designed to further their self-	Job Burnout – emotional exhaustion, decreased effectiveness and	Financial Stressors <i>M = 3.7; SD = 1.2</i>

	<i>M = 3.8; SD = 1.1</i>	interests without regard for the wellbeing of others or the organization	poor work performance, negative mental, behavioral or physical symptoms	Planning for Retirement
	Discussions about Accountability – concerns about productivity, profitability and speed	<i>M = 2.9; SD = 1.6</i>	<i>M = 3.1; SD = 1.5</i>	<i>M = 2.8; SD = 1.5</i>
	<i>M = 3.5; SD = 1.3</i>	Organizational Injustice – concerns about equity, fairness or justice at work.	Anxiety	
	Occupational Role Stress - too much work, lack of clarity about the job or conflict connected to assuming a role at work	This category includes concerns about the quality of interpersonal treatment on the job	<i>M = 2.6; SD = 1.3</i>	
	<i>M = 3.4; SD = 1.2</i>	<i>M = 2.8; SD = 1.5</i>	Depression	
			<i>M = 2.6; SD = 1.4</i>	

### Reliability Analysis & Item Statistics

**Note:** Cronbach's alpha is a coefficient of reliability (or consistency). This calculation allows researchers to determine whether it is justifiable to interpret scores that have been aggregated. Interpretation of Cronbach's alpha is typically as follows.

- > .9 – Excellent
- > .8 – Good
- > .7 – Acceptable
- > .6 – Questionable
- > .5 – Poor
- < .5 – Unacceptable

System Location	Reliability Analysis
Columbia	Job-Specific Stressors; $\alpha = .86$ Interpersonal Stressors; $\alpha = .86$ Health-Related Stressors; $\alpha = .22$ Personal Stressors; $\alpha = .64$

St. Louis	Job-Specific Stressors; $\alpha = .87$ Interpersonal Stressors; $\alpha = .89$ Health-Related Stressors; $\alpha = .73$ Personal Stressors; $\alpha = .68$
Rolla	Job-Specific Stressors; $\alpha = .89$ Interpersonal Stressors; $\alpha = .90$ Health-Related Stressors; $\alpha = .80$ Personal Stressors; $\alpha = .70$
Kansas City	Job-Specific Stressors; $\alpha = .24$ Interpersonal Stressors; $\alpha = .85$ Health-Related Stressors; $\alpha = .79$ Personal Stressors; $\alpha = .57$

## Organizational Consultation

### Columbia

Campus	Health Care	Extension	System	Total
64	29	10	6	109

Work-Context Focus Area - Columbia	Number of Interventions
Work Analysis	1
Quality of Worklife	30
Organizational Effectiveness	59
Performance Management	11
Training & Development	7
Selection & Placement	1
<b>Total</b>	<b>109</b>

System Location	Types of Interventions	Number of Interventions	Total
St. Louis	Risk Assessment – Employee Health	3	7
	Counterproductive Work Behaviors	2	
	Organizational Culture – Climate	2	
Rolla	Student Issues	23	28
	Coworker Relationships	3	
	Information & Referral	1	
	Other	1	
Kansas City			Organizational consulting interventions provided by UMKC HR

## Occupational Health Education and Health Promotion

System Location	Training Program	Total
Columbia	Parenting to Facilitate Emotional Intelligence in Children Managing in Times of Change (4) Tools for Team Effectiveness (2) Managing Stress in Organizations EAP Primer (8) Work Team Diversity (2) Mentoring (3) Managing Interpersonal Conflict (2) Incivility & Workplace Violence (3) Work Schedules Shared Commitment: How to Talk About Accountability (2) Coping with Grief, Loss & Death (4) Burnout: A Stress Syndrome Careers & Career Management Taxonomy of Occupational Stressors Work – Life Conflict (3) Work Motivation Big-5 Personality Theory (2)	63

	<p>Management Succession &amp; Career Planning</p> <p>Desired Leadership Behaviors</p> <p>Acute Stress at Work (3)</p> <p>Developing Work Role Effectiveness</p> <p>Individual Stress &amp; Wellness (2)</p> <p>Exerting Control Over Work Stressors</p> <p>The Social Context of Work Life: Implications for Burnout &amp; Work Engagement (2)</p> <p>Work Analysis and the Resolution of Organizational Conflict</p> <p>Job Loss &amp; The Experience of Unemployment (2)</p> <p>Work Stress &amp; Organizational Change</p> <p>Managing Change: Strategies for Individuals (3)</p> <p>Organizational Justice (2)</p> <p>Issues of the Second Career Half</p>	
St. Louis	<p>EAP Primer (6)</p> <p>Mental Health &amp; Wellbeing (3)</p> <p>Critical Incident Stress Debriefing (3)</p> <p>Managing Difficult Relationships</p>	13
Rolla	<p>Hiring a Diverse Workforce (5)</p> <p>Grief</p>	25

	<p>Student Suicide</p> <p>Civility in the Workplace (2)</p> <p>myPerformance (5)</p> <p>Teamwork &amp; Trust (2)</p> <p>Work – Life Balance</p> <p>Personal Growth &amp; Development</p> <p>Unthink</p> <p>SII</p> <p>Benefits &amp; Payroll</p> <p>Employee Motivation</p> <p>Performance –Based Conversations</p> <p>Recruitment Interviewing</p> <p>Supervisory Series</p>	
Kansas City	<p>Executive Leadership &amp; Coaching</p> <p>Other Training</p> <p>Health &amp; Benefit Fair</p> <p>Aligning Your Team (2)</p> <p>Leveraging Collaboration for Results (2)</p> <p>Creativity</p>	8

## Sociotechnical Integration

<b>EAP Web Location</b>	<b>Number of Views</b>	<b>Percentage</b>
EAP Home	3528	40.8
Columbia	1493	17.3
Services	547	6.3
EAP Contact Information	460	5.3
EAP Resources	675	7.8
Training Programs	267	3.0
EAP Personnel – Columbia	349	4.0
Workshops	272	3.1
Employee Services	209	2.4
St. Louis	114	1.3
Rolla	81	0.9
Additional Resources (e.g., associated web links)	80	0.9
Kansas City	118	1.3
Occupational Stress Programs	75	0.8
Information & Education	34	0.3
Surveys	18	0.2
EAP Personnel - Rolla	59	0.6
Frequently Asked Questions	27	0.3
Life – to – Work Programs	39	0.4
Organizational Consultation	26	0.3
EAP Referral Procedures	58	0.6
Services for Administrators	18	0.2
Life – to – Work Library Resources	29	0.3
<b>Total Page Views</b>	<b>8630</b>	<b>100</b>



## **EAP Sponsors**

- UM System
- Human Resource Services
- Faculty and Staff Benefits
- University of Missouri Health Care
- Work Injury Services
- Provost
- Healthy for Life
- Strategic Communications
- Chancellor's Diversity Initiative
- University of Missouri Police Department
- Student Affairs

## Strategic Direction

- Sustained EAP program promotional activities at all locations; including occupational health education and health promotion programs
- Strengthen the linkage between our EAP and campus-specific constituencies such as environmental health and safety, university police, employee health and wellness, human resource services and diversity programs
- Intensify focus on EAP evaluation to include work performance value; benefit cost value; and organizational value
- Provide ongoing support for EAP Practitioner training and development
- Increase managerial knowledge of stress

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