

MEETING DATE: 11/13/06

AGENDA ITEM: Consideration of approval of an Extension of a contract with Cedars-Sinai Medical Center, Work 'n Life Matters, to Continue Providing an Employee Assistance Program to Culver City Employees.

ATTACHMENTS

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| 1. Scope of Work and Fee Schedule Effective 10/01/06 | <u>Pages</u>
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WORK 'N LIFE MATTERS™
SCOPE OF WORK AND FEE SCHEDULE

PREPARED FOR
CITY OF CULVER CITY

SUBMITTED BY
CEDARS-SINAI HEALTH SYSTEM
WORK 'N LIFE MATTERS
October 9, 2006

Cedars-Sinai Medical Center (CSMC) was formed in 1961 with the merger of Cedars of Lebanon and Mount Sinai Hospitals, whose predecessor organizations were founded in 1902 and 1918 respectively. It has evolved to become one of the largest not-for-profit academic medical centers in the western United States with an international reputation for excellence in patient care, education, research and community service.

As part of its mission, CSHS has a longstanding commitment to community service. The same passion for quality patient care and dedication to patient satisfaction that are the cornerstones of CSMC are also the cornerstones of the Work 'n Life Matters services. The quality is reflected in high user satisfaction scores and excellent intervention outcomes.

Work 'n Life Matters/EAP (WnLM)

Work 'n Life Matters/EAP is a highly valued, robust program that serves an employee population of 17,000 employees and their immediate family members or significant others in the greater Los Angeles community. Established as an EAP in 1984, it evolved quickly into an integrated EAP and Work/Life program which includes personalized child care resource and referral, parenting consultations and resources, a maternity registry, career counseling, relocation resources, collaborations with an external senior care organization for elder care resources, work relationship consulting and interventions, and much more. The EAP created and manages the Critical Incident Stress Management Team that utilizes mental health personnel to respond to events that have been particularly distressing to staff. An example of such an event might be the unanticipated death or injury of a co-worker. Work 'n Life Matters participates as a partner in supporting the City's key administrative and staffing goals, including those of retaining and supporting highly productive and valued employees, enhancing morale, and working to resolve work group tensions when they arise.

Cedars-Sinai Medical Center Work 'n Life Matters specialists offer expert professional assistance for a broad range of work and personal problems, including but not limited to:

Performance Management

- { Burnout and work load
- { Consultation & monitoring of Last
Chance/Return to Work agreements
- { Diversity issues
- { Change management
- { Job loss
- { Morale issues
- { Impulse control, anger management

Personal Challenges

- { Stress and health problems
- { Alcoholism and drug abuse
- { Eating disorders, gambling,
computer, sexual addictions
- { Anxiety, depression, phobias
- { Crisis intervention; critical
incident stress management
- { Bereavement

{ <i>Career Management and Development</i>	{ <i>Maternity Registry/Child Care Needs</i>
{ <i>Healthy Integration of Work & Personal Life</i>	{ <i>Elder Care Concerns & Resources</i>
{ <i>Return to Work Consultations & Support</i>	{ <i>Relationship struggles</i>
{ <i>Work Group Interventions</i>	{ <i>Domestic & Elder Abuse</i>
	{ <i>Parenting Tools & Tips</i>
	{ <i>Relocation Resources</i>
	{ <i>Monthly Newsletter</i>

(asterisks indicate new resources and services added at no charge since last agreement renewal)

Expert assessment, follow-up and monitoring as required, are core elements of the program. Referrals are made keeping in mind the individual's insurance coverage, ability to pay, along with the availability of community resources and the employee's specific needs.

OVERVIEW

Our focus is on ***prevention, early intervention and the development of personal resilience***. Work 'n Life Matters provides comprehensive assessment, referral, time efficient problem-solving, effective conflict management, crisis intervention, and follow-up by telephone or face to face. Clients with recurring or chronic problems are often offered follow-up sessions and support to meet the challenges of: managing stress, coping with change, coping with treatment or recovery, and integrating work and family issues. This model includes, at a minimum, incorporation into existing corrective action procedures, fitness for duty, prevention of violence in the workplace, and return to work policies.

Knox-Keene Status

Cedars-Sinai has a State of California Department of Corporations Knox Keene waiver. The Knox Keene Act distinguishes between HMOs engaged in therapeutic interventions and organizations such as ours that offer core EAP services including assessment and referral. When employees require on-going care, it is in their best interests to be linked with an appropriate resource as promptly as possible.

CORE SERVICES

PROGRAM PROMOTION

We will continue to consult with Human Resources to determine what information vehicles may be most suitable for disseminating information to employees.

Typically, Work 'n Life Matters provides the following:

- Guidance to management on how introduce the services to employees
- A reminder letter sent every few years from the City Manager legitimating Work 'n Life Matters and describing the benefits to employees and their family members

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Work 'n Life Matters

- Informational brochures
- Monthly newsletter on a variety of topics including relationship challenges, stress and burnout, anxiety and depression, alcohol and drugs, parenting tips, and others
- Eye catching and informative posters on a variety of topics
- Participation at Health & Benefit Fairs.

MANAGEMENT DEVELOPMENT AND ORIENTATION

Manager skill building in identifying and referring troubled employees is encouraged and is offered in modules designed to suit the City's needs. These sessions are designed to:

- Remind and/or acquaint managers with the basics of the services provided - how the program works, and why it supports them in doing their jobs more effectively
- Provide managers with the tools to effectively use Work 'n Life Matters services

MANAGEMENT AND HUMAN RESOURCES CONSULTATION

Anyone in a management position and the City's Human Resource professionals can receive expert consultation by calling the office directly. Consultations are encouraged and are available during normal business hours for such issues as:

- Conflict, stress or crisis in the workplace
- Fitness for duty; last chance agreements; return to work consults
- Troubled or disruptive employee behaviors
- ADA, sexual harassment, complex diversity issues; leaves of absence, FMLA
- Strategies for referring troubled employees
- Managing troubled work groups; concerns with morale
- Addressing performance problems when personal problems are suspected

Utilization reports describing client characteristics, assessed problems, client case activity, management consultations and organizational activities are provided quarterly. Information is aggregated so that an individual's identity is never revealed.

EAP SERVICES and LOCATIONS

For employees who are contending with personal problems, it is a relief for them to know that they will be assured of confidential, professional consultation, time efficient, focused problem solving, well-matched referrals and follow-up support including a 24 hour toll-free crisis line. The office of Work 'n Life Matters is located in a professional suite adjacent to Cedars-Sinai Medical Center at 8631 W. 3rd Street, Suite 535E. Parking is validated.

Hours are flexible and designed to meet the needs of the busy employee and family member. The Work 'n Life Matters suite is accessible for physically challenged clients.

CONFIDENTIALITY

The Cedars-Sinai Work 'n Life Matters Specialists recognize that confidentiality is the cornerstone of a successful program and must be carefully protected. No confidential information relating to a client will be disclosed outside of the service, except as requested by a client or required by law.

Summary of Services Provided from October 2001 through September 2006

Number of employees who accessed services	61
Number of family members who accessed services	8
Occupation of Employees who accessed services	
Manager	13
Professional	6
Technical	4
Office/clerical	15
Craft Workers/Machine/Transport Operator	14
Laborer	1
Service Worker	7
Other Occupation	1
Primary Assessed Presenting Problem	
Drug/Alcohol Abuse	2
Family/Marital/Relationship Problems	24
Psychological/Emotional Problems	10
Work-Related Concerns	18
Financial/Legal Concerns	7
Severity of Issues – Most are Moderate to Severe	
Challenge – To receive referrals in early stages of distress	
Number of Services Provided to the Clients	195
Number of Services Provided to the Organization	200
Staff/Management Development Sessions	17
Management Consultations	15
HR Consultations	31
CISM/Trauma Response (one on one)	12
Newsletters/Promotional Activities (including Health Fair participation)	95
<u>Summary of organizational interventions:</u>	
Over the last four years, WnLM specialists have worked with several different departments and the City management with the objectives of building trust, improving communication and problem solving skills and offering these selected	

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departments the opportunity to dialogue and interact in a direct and forthright manner.

Through these interventions, WnLM has been effective in raising awareness that making a commitment to change is an essential component of improving workgroup relationships and creating a committed, engaged, productive workforce.

Three departments were provided with training programs dealing with change management and how to cope with change at work, including helping supervisors deal with resistant staff. The objectives were to increase understanding of how change impacts employees and teams and help supervisors create strategies for helping employees deal with change.

Other interventions included, in two respective departments, conflict resolution/mediation sessions between a staff member and a supervisor, and between a manager and director.

Long term outcomes of these programs are hard to determine although follow up shortly after the delivery indicated that staff were happy with the information they gained and found it useful in their jobs. Since some programs and people 'overlapped', the specialist was able to inquire as to the benefits of those people seen in multiple programs. They believed that continuing the efforts of these kinds of interventions beyond the initial program was important in order for the culture to adapt and change to the needs and demand of the city government.

Building Loyalty and Healthy Integration of Work and Personal Life are two new seminars that are relevant to the organization and employee needs. We welcome the opportunity to continue to offer more management consultations and support employees at all levels of the organization.

FEES, SERVICES AND BILLING SCHEDULE

CORE SERVICES CAPITATED

- 1-3 face to face or telephone assessment sessions
- focused, time efficient problem solving
- follow up as appropriate
- crisis intervention for personal issues
- dependent (child/elder) care resource/referral
- career consultation
- relocation expertise
- unlimited consultations to management and HR
- promotional items and publicity

FEE SCHEDULE

10/01/06 – 10/01/07	\$2.50/employee/month
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At any time, the City may add any or all services as follows. Fees will be quoted at time of request and are dependant on scope and nature of the request.

- Critical Incident Stress Management (CISM) response to events that are particularly distressing to employees (e.g., death or serious injury of an employee; line of duty death; safety or security/assault of employee, etc.)
- Consultation by Work 'n Life Matters' consulting psychologist regarding safety concerns related to violence prevention in the workplace
- Workshops, retreats, and workgroup interventions to strengthen relationships and build staff loyalty and commitment

BILLING SCHEDULE

Capitated billing occurs at the beginning of each quarter and is based on the number of employees on the payroll two weeks prior to the start of the quarter. Fee for service billings occur at the end of the month in which the service was provided. Performance of any requested service will commence with verbal direction, to be followed by a written communication within two working days.