

## YALE NEW HAVEN HEALTH SYSTEM – Types of Referrals to the Employee & Family Resources (EFR) Program

Managing employees is challenging at times especially when the employee brings personal problems or work-life challenges to work. Knowing how to address these with employees in a caring and supportive fashion will help you achieve the results you want on the job. Be proactive, prevention and early interventions are key goals so always try to work from the top of the chart down. Following these referrals may help you save a valuable employee. Remember, you don't need to know the cause of the personal issue. **Call our EFR provider, Carelon: 877-275-6226, option 2 or contact Bud Wassell, Coordinator of the EFR Program, [bud.wassell@ynhh.org](mailto:bud.wassell@ynhh.org) or Gail Cole, Supervisor, Wellbeing Programs, [gail.cole@ynhh.org](mailto:gail.cole@ynhh.org) for consultation at any step of the process.**

Type of Referral	Definition	Who is Involved	Guidelines	Documentation
Self	Employee, family or household member calls the Employee & Family Resources (EFR) program on his or her own to access the broad array of EAP, work/life, legal & financial services available.	Employee and/or family or household member.	Most referrals will be self referrals (up to 80%). The intent and philosophy of our Employee and Family Resources Program is to have open access and trust of the program so employees will use it for the broad spectrum of everyday, normal work-life challenges that we all face. We want to make it highly accepted to use the program without any stigma or worry about status at work and that it is OK to ask for help.	None
Informal	The employee is informed about the EFR program as a helpful resource for a life situation.	Supervisor, manager, Human Resources, Occupational Health, co-worker, or other family member may suggest use of the EFR.	<p><b>REMINDE</b> the employee of the services of the EFR and the broad array of assistance that is available.</p> <ul style="list-style-type: none"> <li>• Not based on job performance.</li> <li>• When you become aware there are some outside problems.</li> <li>• Sometimes the employee will come to you and share details of a personal life event they need help for.</li> <li>• Please do not try to counsel the employee.</li> <li>• Give brochure or wallet card to the employee.</li> <li>• Assure confidentiality.</li> </ul>	None
Formal	The employee is referred to the EFR program because of job performance decline or because of a behavioral or interpersonal problem that impacts the workplace.	Supervisor or Manager and Human Resources	<p><b>RECOMMEND</b> to the employee that he/she take advantage of the EFR program and that you are giving them every opportunity to resolve performance problems.</p> <ul style="list-style-type: none"> <li>• <b>Based on documented lost time or performance decline.</b></li> <li>• Manager consults with HR department on progressive disciplinary process.</li> <li>• Manager notifies employee that FORMAL referral is being made to EFR as show of support for employee well-being.</li> <li>• Manager can, but is not required, to call our EFR provider, Carelon, 877-275-6226, option 2 for management consult to both obtain suggestions on coaching the employee and to provide them with the conditions of the referral.</li> </ul>	Manager documents that a FORMAL referral has been made to ERF in employee's personnel record.

			<ul style="list-style-type: none"> <li>• Manager’s focus is on employee’s performance, not on the personal problems.</li> <li>• <b>Documented Formal Referral:</b> A formal referral situation where the employee agrees to sign a “Release of Information” granting their manager and/or a member of OHS/HR permission to know if they contacted the EFR. This is an optional step decided upon by the manager and HR. <ul style="list-style-type: none"> <li>○ When a Release of Information form is signed you should call Carelon: 877-275-6226, <i>option 2</i> to alert them and give them details of the referral and then fax the signed form to: 866-731-2247.</li> </ul> </li> </ul>	A Release of Information form may be signed, this is optional. <i>See Documented Formal Referral.</i>
Type of Referral	Definition	Who is Involved	Guidelines	Documentation
Mandatory	The employee must use the EFR program as a condition of continued employment or to assure YNHHS there are no safety or risk issues.	Human Resources, Supervisor, Manager	<p><b>REQUIRE</b> the employee to contact the EFR program because he/she has either violated a policy such as the Substance Abuse or Code of Conduct Policy and could be terminated or because there is reasonable suspicion that there is a serious behavioral or mental health issue that may cause a risk to patient or workplace safety.</p> <ul style="list-style-type: none"> <li>• Take immediate action to ensure the safety of the employee.</li> <li>• Document the facts (who, what, when, where).</li> <li>• Human Resources must be involved. Present your documentation to HR.</li> <li>• Appropriate disciplinary action will be taken.</li> <li>• If a decision is made to offer a Mandatory Referral, <b>require</b> the employee to contact the EFR to set up an evaluation as soon as possible.</li> <li>• Call our EFR provider, Carelon: 877-275-6226, <i>option 2</i> to inform them of the conditions of the referral.</li> <li>• Carelon will report back to the Manager whether or not the employee has contacted the EFR program, is engaged with a counselor and is following their recommendations. Non-compliance shall be grounds for termination.</li> <li>• Once the employee returns to work continue to focus on and monitor performance.</li> <li>• In most cases, subsequent events will result in termination</li> </ul>	The Release of Information form <b>must be</b> completed at the time of referral and signed by the employee and then fax the signed form to Carelon: 866-731-2247.