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Aetna Resources For LivingSM



Services for today's
supervisors, managers
and HR professionals

At Aetna Resources For Living, we believe in total well-being for your employees.

Our employee assistance and worklife services help you improve productivity, increase employee satisfaction and better manage health costs. We can also serve as the early point of intervention for many problems and issues.

Management consultation services

Aetna Resources For Living arranges for the delivery of services for employees and managers.

Your team may face challenges related to productivity, organizational changes or group dynamics.

Whether you need to address the overall functioning of your work group or just one or two people, we're here to support you.

We're here for you

If you're facing tough situations related to employee work performance, substance abuse concerns or other workplace issues, contact us for unlimited phone consultation. Managers, supervisors and human resources professionals can access our workplace-trained Management Consultants. All consultations are confidential, where applicable.

Management Consultants will offer suggestions related to employee interventions, while always encouraging you to consult with your Human Resources Department. Our guidance is not intended to replace consultation with HR.

A solution for employees

Aetna Resources For Living is an important resource for employees who juggle the demands of home and work. It offers a safe, confidential point of contact for information, the arrangement of counseling services and support.

There are three ways to refer employees to Aetna Resources For Living. You can use these guidelines to help you understand which method to use.

By recommending us to your employees, you can offer a resource to help them address personal issues that may be impacting performance and productivity.





Employee referrals

Informal referrals

You don't have current job performance concerns. You think the employee would benefit from our services. The employee chooses whether or not to follow through with the referral. We will not report employee contact back to the workplace.

Formal referrals

There's a marked decline in work performance. The employee may already be receiving performance coaching. The referral is made as part of a corrective action plan. You've told the employee that you expect them to contact Aetna Resources For Living. If the employee chooses to contact us, they are expected to sign a management referral form so that the initial contact with us can be reported back to you.

Mandatory referrals

This type of referral is made when disciplinary action or termination of the employee is at hand. The company would like to offer the employee the chance to resolve their problems. Compliance with this referral is mandatory. Failure to follow through with the referral will more than likely end the employee's service. This type of referral should only be made when the company policy provides for such a practice.

Reasons for mandatory referrals may include:

- Violence or threats of violence in the workplace
- Domestic violence and/or harassment

- Sexual harassment in the workplace
- Age discrimination
- Nation of origin discrimination
- Expression of suicidal thoughts or behaviors
- Hostile work environment
- Drug/alcohol in the workplace or self-reported to the workplace

Please note that the treatment plan outlined by the counselor may or may not be covered under Aetna Resources For Living, or may or may not be covered under the employee's benefit plan.

If it's covered under Aetna Resources For Living, your employee can attend up to the designated number of counseling sessions specified.

Anything beyond that would have to be certified through your employee's medical insurance plan if it's covered. It may be the responsibility of your employee to pay for the treatment if it's not covered under their benefit plan.

Neither Aetna Resources For Living nor the treating provider can perform a formal Fitness for Duty or Return to Work assessment. The treating provider can advise you as to whether your employee has been sufficiently compliant with the treatment plan to return to usual functioning.

Only you as the employer can determine if your employee is suited to perform the specific job to which he or she is assigned.

Before meeting with the employee

- Review performance, attendance or any behavior changes you will address with the employee. Note specific concerns you have, such as:
 - Missed deadlines
 - Increased absenteeism
 - Changes in behavior
- If you haven't already done so, contact human resources to discuss policy guidelines and/or performance management process.
- Schedule the meeting in a private setting
- Have our phone number available to give to the employee

Suggested talking points during the meeting with the employee

- Inform the employee that their work is very important to the company. Address the employee by name and say you would like to discuss some concerns you have about performance, attendance or behavior.
- Specifically discuss recent changes you've noticed. Phrase your comments so you directly address the employee's work performance. For example:
 - You've missed several deadlines
 - The quality of your reports hasn't been up to the standard (explain how)
 - You've missed meetings
 - I've noticed that you're making/ receiving more personal phone calls during work hours
 - You've been coming in late/leaving early
 - Your behavior with colleagues (confrontational, argumentative, etc.) is impacting your ability to work in a team setting

- Explain the impact of the performance, attendance or behavior and how it affects the team, the unit and the overall performance of the department.
- Listen to the employee's response, but stay focused on the issue at hand.
- Be mindful of employee attempts to deflect attention away from their behavior. Redirect discussions back to the employee.
- Inform the employee of the consequences if he or she fails to address the stated issue:
 - We may need to discuss this again
 - You may be subject to a verbal or written warning
 - You may be subject to termination
- Tell the employee that you'll monitor his or her progress on these issues.

Recommending us to employees

- Tell the employee that the company has resources available to help address some of the issues discussed. Let the employee know that if there are issues impacting performance, attendance or behavior, Aetna Resources For Living is an excellent option to consider.
- Assure the employee that the program is confidential and provides access to a variety of resources that may be helpful. Reaffirm that the decision to use the program is completely voluntary.
- Provide the employee with a piece of paper or wallet card with our number or your specific dedicated number.
- Conclude the discussion with an agreement for a follow-up meeting to review progress. The follow-up meeting should address only the performance, attendance or behavior concerns — not whether the employee has contacted us.

Please call us prior to talking to your employee. Our Management Consultants will guide you through the management referral process.





Critical incident services

If a traumatic workplace event occurs that impacts your employees, we can help.

We can consult with you to determine the best approach and can provide you with resources and guidance. If onsite services are needed, we can arrange for a counselor to come onsite to meet with your employees — often within 24 to 48 hours — or sooner if necessary.

Typically, we provide critical incident support services when a workgroup experiences the death of a coworker or a workplace incident. These services are also available for a wide variety of conditions, including organizational changes or downsizings, accidents and customer-related traumas.

Critical incident services are available 24 hours a day, 7 days a week, through our dedicated management services number. Additional fees may apply.



Educational programs

We offer many training seminars in a variety of topics. Our nationwide affiliate educator network of experienced trainers, educators and professional subject matter experts can deliver your sessions face-to-face or by phone.

Contact your account representative. Be prepared to designate a local contact person and share any relevant workplace or company information that will be helpful to the trainer. This may include new policies, changes in the worksite or recent incidents/accidents.

We will work with you to identify the most appropriate seminar for your training goal. To best meet your needs, we ask that you request training programs four weeks in advance of the session date.

Seminars are generally one to one and a half hours in duration and work best with a group of 15 to 25 participants. For a full catalog of available topics, contact your Aetna Resources For Living account representative or download a copy from your member website.

Additional fees may apply.

Aetna Resources For Living is a valuable resource partner for your managers, supervisors and HR professionals in supporting your workplace goals.

To access any of the management services described in this brochure, call our dedicated Organizational Risk Management Center (ORMC). You can also access management resources online.

1-800-243-5240
resourcesforliving.com
Username: MYNKUEAP
Password: EAP

Services are available 24 hours a day, 7 days a week, through our dedicated management services number.

Aetna Resources For LivingSM is the brand name used for products and services offered through the Aetna group of subsidiary companies. The EAP is administered by Aetna Behavioral Health, LLC, Aetna Health of California, Inc. and Health and Human Resources Center, Inc.

This material is for informational purposes only and is neither an offer of coverage nor medical advice. It contains only a partial, general description of programs and services and does not constitute a contract. Aetna is not a provider of health care services and, therefore, cannot guarantee any results or outcomes. All participating providers are independent contractors and are neither agents nor employees of Aetna. The availability of any particular provider cannot be guaranteed and is subject to change.

All calls are confidential, except as required by law (i.e., when a person's emotional condition is a threat to himself/herself or others, or there is suspected child, spousal or elder abuse, or abuse to people with disabilities). Services are available to you and your household members, including dependent children up to age 26, whether they live at home or not.

All materials are created as tools to assist in determining reasonable suspicion of an employee's behavior that may indicate alcohol and/or substance use. These guidelines do not constitute Legal or other professional advice and are not a substitute for any drug and alcohol testing policy that you may have. At all times you should consult HR, Legal and other professionals to ensure that whatever policies you have are legally compliant and appropriate for your workplace.

These are merely guidelines and are not a conclusive or complete guide towards making such determinations. They are not a stand-alone instrument. Each potential situation presents its own unique set of challenges and is fact specific and contextual. In referring to these guidelines, you should work closely with your HR and Legal professionals in addressing each specific situation to ensure that you properly apply your policies and follow applicable law.