

Manager Guide to Spring Health

Comprehensive mental health support
for individuals and organizations.





About this guide

As a manager, you face unique and exciting challenges every day, but challenges can bring feelings of immense responsibility and intense stress. You're not alone.



of leaders report experiencing anxiety, stress, and/or depression.

Support for you and your team

Hormel Foods has partnered with Spring Health to provide personalized, convenient mental health support. Spring Health can help you handle the emotions and situations that come with leading in a time of constant change, as well as provide the guidance and tools you need to support your team.

Healing can start with you

Whether it's your team's mental and emotional health or your own, healing can start with you. When you feel better, you can more effectively guide your team. With Spring Health, you and your fellow managers and employees can make meaningful progress toward greater well-being.

This guide outlines how Spring Health can help you care for your own mental health, recognize when individuals may be struggling, connect with resources to guide you and your team through difficult circumstances, and respond to critical incidents.

Benefit eligibility

Spring Health is available at no cost to Hormel Foods employees and their household members.



What's inside

How to contact Spring Health

Privacy notice

Best practices for supporting employees

Recognizing mental and emotional well-being concerns

Talking to employees about mental and emotional well-being

Supporting employees after job loss

Management consultation services

General consult

Informal referral

Formal referrals

Mandatory referrals

Standard mandatory referral

Fitness-for-duty (FFD) referral

Substance abuse professional (SAP) referral

Crisis support services

Responding to an employee in crisis

Crisis support quick reference guide

Critical incident response (CIR) process

Preparing for a critical incident response



How to contact Spring Health

Individual support



To register, visit

hormel.springhealth.com

- Activate your account, schedule appointments, and get support at your convenience



For individual support, call

1-855-629-0554

- Benefit questions or scheduling support available Monday-Friday, 8:00am-11:00pm ET (press 3)
- Individual crisis support from a licensed clinician available 24/7 (press 2)
- Support in Spanish (press 1)

Team support



Call **1-855-629-0554**

- Management consultations available Monday-Friday, 8:00am-8:00pm ET (press 4, then press 2)
- Critical incident response available 24/7 (press 4, then press 1)



Submit **this form** to request a critical incident request or a manager consultation



Email

managersupport@springhealth.com
for a manager consultation



Privacy notice

Confidentiality is our priority

Care with Spring Health is private and confidential, so what you (and your colleagues) say will not be shared with your employer. We take our responsibility to protect your privacy very seriously, and all services are confidential in accordance with federal and state laws.

However, in your role as manager, it's important to understand that there are some exceptions:

- When required by law, such as by court order
- When the law requires suspected child or elder abuse to be reported to the proper authorities
- Concern that an individual may harm themselves
- If an individual threatens to hurt someone
- Medical emergencies
- When an individual is gravely disabled to the point of threatening their well-being
- When an individual gives written consent (mandatory and formal referrals)
- Periodic quality assurance testing

For more information about the types of information we collect and/or share, please see our [privacy policy and HIPAA notice](#).

1

Best practices for supporting employees



Recognizing mental and emotional well-being concerns

Common mental health challenges

If you or individuals on your team are struggling with any of the following concerns, contact **Spring Health** for support.

- Relationship issues
- Depression
- Anxiety
- Prolonged depression, sadness, or irritability
- Excessive fears, worries, or anxieties
- Social withdrawal
- Inability to cope with daily problems or activities
- Suicidal thoughts
- Denial of obvious problems
- Substance use
- Prolonged negative mood
- Difficulty focusing at work

Signs an individual may be struggling

Listed below are some of the common signs an individual may be dealing with challenges that impact their mental health. If you notice any of these behaviors, read the next few pages for tips on how to talk about Spring Health and information about how the Management Consultation Team can help you address concerns.

- Change in performance
- Increase in workplace conflicts
- Significant change in personality (social withdrawal or conflict)
- Increased conversations about problems
- Notable change in hygiene
- Difficulty concentrating, missing deadlines or deliverables
- Untidy dress or work space
- Regular tardiness or absence
- Impatience, irritability, or anger



Talking to employees about mental and emotional well-being

Listen and learn

As a manager, it is not your job to fix the problem your employee is struggling with, but it is your responsibility to listen and refer them to Spring Health, as needed.

Here are some listening best practices:

- While there are no hard and fast rules, aim to limit your speaking to 20 percent or less.
- If your employee doesn't want to talk, don't force them, but let them know you're there if they need you. Ask for permission to check in again at a later time.
- Be prepared to sit in silence.

Use the ALEC framework

Managers can use the steps below to have a productive conversation with individuals who may be struggling. Using Spring Health as a resource will help you prepare and guide the conversation.

Ask: Help them open up by asking open-ended questions, like "Is anything troubling you?" Mention specific things that have made you concerned for them, like "You seem less chatty than usual. Are you okay?"

Listen: If they need time to think, sit patiently with the silence. Encourage them to open up by asking questions like "How are you feeling about that?" or "How long have you felt this way?" Show that you've listened by repeating back what you've heard (in your own words) and ask if you have understood them correctly.

Encourage Action: Encourage them to think about what they might do to help the situation. Ask questions like "What have you done in the past to manage similar situations?" or "What's something you could do for yourself right now that's enjoyable or relaxing?" Let them know that a Spring Health Care Navigator can connect them to the right resources to support them.

Check in: Ask if it would be okay, and let them know you will check back in on a specific day to see how they are doing.



Supporting employees after job loss

Whether job loss is a result of workforce reduction or individual termination of employment, it is critical to have a plan in place to support all individuals impacted by the event.

Have a clear plan for communication

- What circumstances occurred leading to your request for critical incident support?
- Have any supporting documentation or resources readily available.

Set the tone for the conversation

- Meet with the individual(s) impacted in a safe, private space to share the information.
- Sit eye level with the individual(s) to help convey empathy and connection.
- Reaffirm your care for the individual's well-being.
- Allow the individual(s) to share how they feel, and acknowledge their feelings.

Know what resources are available to you and your team

- Management consultation support from Spring Health may be helpful when:
 - You are concerned that an individual may react to the news with harm to self or others.
 - You would like support around best practices to navigate the situation.
- Spring Health crisis support can be a helpful resource.

Schedule time for self-care following the conversation

- Block time on your calendar to process the conversation.
- Attune to your own physical and emotional needs.

Make a plan for moving forward

- Spend time identifying individual needs, concerns, and motivators.
- Focus on wellness by prioritizing and modeling self-care.
- Boost morale by creating a safe, relaxed and connected atmosphere (team wellness challenges, team walk and talks, team gratitude check-ins, etc.)
- Set firm work-life boundaries (i.e. hard stop at end of day).
- Maintain open, clear, ongoing communication.
- Create reasonable expectations and work assignments. Be flexible as appropriate.
- Regularly check in on remaining employees to see how they are handling the change, new responsibilities, and let them know how much they're valued.

2

Management consultation services



Management consultation services

Elevated support for managers and teams

Spring Health's Management Consultation (MC) team is composed of licensed mental health clinicians with specialized training in organizational dynamics and experience navigating the complexities of mental health concerns and substance use in the workplace. They compassionately understand needs, seek clarity regarding the details of the concerns, and provide guidance and support to managers and HR professionals.

Services offered:

- **General consult:** Managers receive one-time or/and follow-up support navigating individual and team workplace issues.
- **Informal referral:** A manager refers an employee to counseling. The employee's interaction with Management Consultants is not reported back to HR or the manager.
- **Formal referral:** A manager makes a voluntary, but highly encouraged referral of an employee to counseling. Updates regarding employee participation are shared back with the employer.
- **Mandatory referral:** Any referral in which an employee's continued employment is contingent on successful completion of the referral. Updates regarding employee participation are shared back with the employer.
 - **Standard:** Any document indicating that continued employment is contingent on receiving services results in a mandatory referral.
 - **Fitness-for-duty (FFD) referral; FFD with violence screen (FFD-VS):** A provider performs a mental health evaluation, assesses for risk of suicide and harm to others and provides feedback regarding if an employee can safely perform essential job functions.
 - **Substance abuse professional (SAP):** Any employee who works within a safety-sensitive position and tests positive for drugs and/or alcohol is required to meet with a SAP-Qualified mental health professional for an evaluation to determine treatment recommendations and next steps.



To speak with the Management Consultation team, call **1-855-629-0554** (press 4, then press 2), email **managersupport@springhealth.com**, or submit **this form**.



Management consultation:

General consult

General consult: Support and guidance for topics such as (but not limited to) navigating a crisis in the workplace, promoting individual and organizational resilience after a crisis, suspected substance use or mental health concerns, workplace stress, change management, and promoting high performance on teams. These consultations may be completed in one encounter or may involve follow-up coordination/activities.

General consult topics can include:

- Reducing workforce absenteeism
- Employee termination
- Death of a colleague
- Workplace conflict
- Suspected substance abuse
- Supporting workforce change events

Example of a general consult:

A manager calls in and notes that he is having difficulties with staffing. He has observed recent increased tardiness and absenteeism. The manager describes the stress this is causing for all employees, including himself. He reports that deadlines are being delayed and employees are constantly under pressure. The manager emails the Management Consultation team to share his concerns and get resources for himself and his team.



Management consultation: Informal referral

Informal referral: A manager may call the Spring Health Management Consultation team for guidance on supporting an employee who is struggling with their health, wellness and/or work performance. The Management Consultation team gives advice on how the manager can support that employee. This may include equipping the manager with talking points and resources to help the employee connect to services through Spring Health. Informal referrals are just that; there is no reporting back to the HR/manager regarding participation in the referral.

Example of an informal referral:

A manager notices her outgoing, top-performing employee is withdrawn, always tired, and seems sad. She wants to support him, so she calls the Spring Health Management Consultation team for talking points on how to approach the topic. Soon after, the manager discusses her concerns with the employee, who admits he's been having issues due to recent changes in his marriage. The manager uses the talking points from the Management Consultant to refer the employee to Spring Health.



Management consultation: Formal referral

Formal referral: Voluntary, but highly encouraged referral of an employee to counseling by their manager. The purpose of the referral is to provide mental health support to assist the employee in meeting performance expectations. Best practice is to utilize a formal referral in accordance with company policy and prior to the performance concern rising to the level of fitness-for-duty (FFD) concern. A formal referral is not a disciplinary measure and is often used prior to considering performance sanctions if mental health concerns could be impacting the employee's work. If you are unsure whether mental health concerns may be an issue, a Spring Health Management Consultant can help make that determination. Any employment disciplinary steps or consequences should be applied based on meeting company conduct and performance standards, not upon participation with Spring Health's mental health support.

To initiate a formal referral, or for a consultation to determine if a referral is appropriate, contact the Management Consultation team. A Management Consultant can help you identify best practices for explaining your concerns to the employee and, if necessary, referring the employee to Spring Health.

Once you have the Spring Health referral conversation with the employee, notify your HR partner.

Example of a formal referral:

A manager observes that an employee has been coming to work late and often disheveled. The manager has observed a strong odor of alcohol on the member in the mornings. The manager has worked with this employee for twenty years. The manager pulls the employee aside and shares concerns. The employee discloses that he has been drinking heavily for the past few months. The manager contacts the Management Consultation Team to share her concerns in a safe space and to initiate a formal referral.



Management consultation: Standard mandatory referral

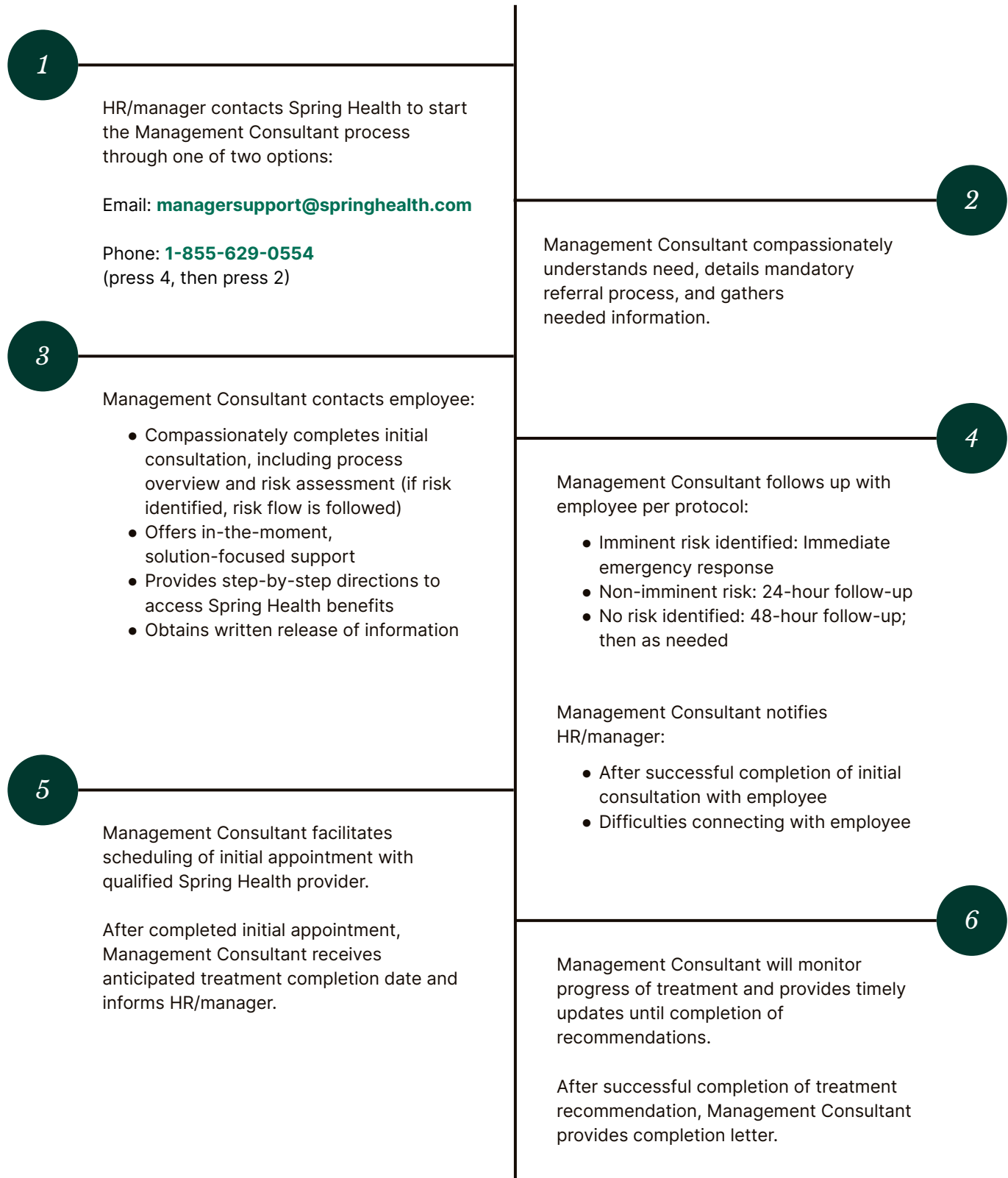
Mandatory referral: A mandatory referral consists of any referral in which an employee's continued employment is contingent on successful completion of the EAP referral. A mandatory referral requires the employee to complete a release of information to allow for the Management Consultant to provide updates to the manager regarding employee engagement and participation. There is not a need for a fitness-for-duty (FFD) evaluation or substance abuse professional (SAP) referral.

Example of a standard mandatory referral:

A manager has recently observed significant behavioral changes in an employee they support. The employee has appeared more irritable than normal and speaks in a harsh tone with colleagues. She has been observed slamming down the phone and using inappropriate language. The manager has addressed concerns with the employee several times, but there has not been a noted shift in behaviors. Most recently, the employee aggressively tapped a colleague on the shoulder in an attempt to get his attention. The manager followed internal policy and it was determined that a FFD evaluation was not warranted at this time; however, a mandatory referral was needed. The manager makes a referral to the Management Consultation team.



Management consultation: Standard mandatory referral process





Management consultation:

Fitness-for-duty (FFD) mandatory referral

Fitness-for-duty (FFD) referral; FFD with violence screen (FFD-VS) referral: Mental health evaluation in which a provider (psychologist, psychiatrist, or neuropsychologist) conducts assessments to gauge employee capacity to safely perform essential job functions and risk due to suicidality, homicidality, and poor performance/symptoms.

Both of the following conditions need to be met in order to request a FFD:

1. There is a performance issue raising concern about the employee's ability to perform essential job functions.
2. There is reason to believe that the performance issue is related to a diagnosable and impairing medical condition.

Best practice is to request a FFD if:

- The 2 conditions above are met.
- In accordance with company policy.
- The employee's performance issues have risen to the level that continued employment may be contingent on the findings of the FFD.

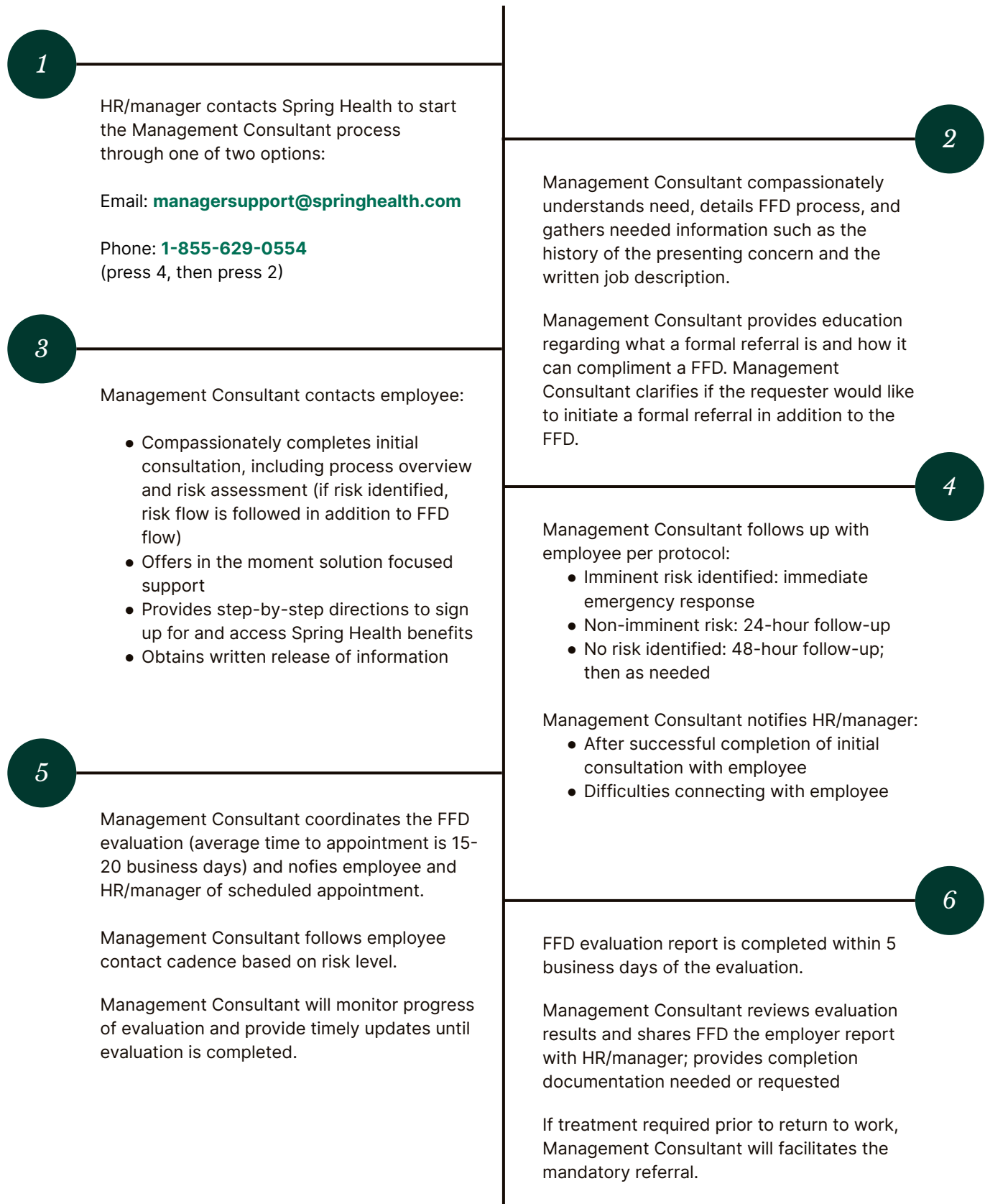
Items for consideration:

FFD service is billed to the customer per FFD request. Costs can range from \$3,000-\$8,000, depending on the need.

- If an employee is found unfit for duty, a company will use the recommendations put forth in the FFD employer report in accordance with their company policies and procedures. Some company policies may indicate that action is taken after the initial FFD report is completed. Other companies may choose to require an employee to complete the recommendations as determined in the evaluation report and complete a second FFD evaluation prior to determining employment next steps.
- FFD evaluations take 15-20 business days to schedule an appointment, and then an additional 5 days for the report to be written and delivered. A manager may choose to initiate a formal referral at the same time that a FFD is requested. This supports the employee who may be struggling with mental health concerns by helping them get connected to care while they are waiting for the FFD.



Management consultation: Fitness-for-duty (FFD) mandatory referral process





Management consultation: Substance abuse professional (SAP) mandatory referral

Substance abuse professional (SAP) referral: Any employee who works within a safety-sensitive position as defined by the Department of Transportation (DOT) who tests positive for drugs and/or alcohol is required to meet with a SAP-qualified licensed mental health professional for an evaluation to determine treatment recommendations and next steps. As best practice, many companies choose to follow this same process for any non-DOT employees who test positive for drugs or alcohol. A federally regulated company may also choose that self-identified cases follow this process.

SAP services are provided on a set fee-for-service basis.

Example of a SAP referral:

An employee with a safety-sensitive position as a train conductor shows up to work with the smell of alcohol on his breath and also exhibited erratic behavior. The manager is concerned and follows company protocol to initiate a drug and alcohol test. The employee tests positive for alcohol and opioids. The manager makes a referral for an evaluation in accordance with company policy and federal guidelines.



Management consultation: Substance abuse professional (SAP) mandatory referral process

1

HR/manager contacts Spring Health to start the Management Consultant process through one of two options:

Email: managersupport@springhealth.com

Phone: **1-855-629-0554**
(press 4, then press 2)

In speaking with the requestor, the Management Consultant compassionately understands need, details SAP process, and gathers needed information.

2

The Management Consultant contacts the employee to:

- Compassionately completes initial consultation, including process overview and risk assessment (if risk identified, risk flow is followed)
- Offers in-the-moment, solution-focused support
- Obtains written release of Information

3

The Management Consultant facilitates the scheduling of initial SAP evaluation within 2 business days. Evaluation is received within 2 business days of appointment.

The Management Consultant provides status updates as appropriate, including any compliance concerns to manager.

Spring Health collaborates with the SAP provider on any compliance concerns. The Management Consultant will help the employee to problem-solve regarding any potential barriers to care.

4

The SAP schedules a follow-up SAP evaluation when they determine the requirements outlined in the initial SAP evaluation are complete.

A follow-up SAP evaluation is sent to the Spring Health Management Consultant and the designated employee representative within 2 business days of appointment.

5

The return to duty (RTD) test is scheduled and facilitated per agreed upon procedure.

The Management Consultant reports back to HR/manager and notifies the RTD testing vendor if appropriate.

The Management Consultant reports back to HR/manager and notifies the RTD testing vendor if appropriate.

3

Crisis support services



Responding to an employee in crisis

At times, you may become aware of more significant personal issues, such as an employee making statements indicating potential of harm to themselves or others. You should immediately consult with your HR representative to obtain guidance about company policies, while ensuring that any immediate safety issues are addressed.

Important! Call local emergency services if anyone appears to be in immediate danger, or follow standard security and emergency protocols.

Tips for addressing an employee in crisis:

1. Express care for the individual and attempt to gather more details in order to identify the urgency of the situation. You may assess:
 - Is the employee vague (talking about “giving up”), or are they stating a specific plan to kill themselves or harm someone else?
 - Can current safety in the moment be determined? Does the employee have any access to weapons? Asking questions can be uncomfortable but important when understanding possible immediate risk present.
2. Let the employee know that you care and want to help.
3. Connect the employee to the appropriate resources depending on crisis needs. Use the following pages to help determine which resources are most appropriate given the situations. You can choose from 3 different support options.

Spring Health 24/7 crisis support

Licensed clinicians who provide immediate, confidential crisis support to individuals.

Spring Health Management Consultation team

Licensed clinicians who provide guidance and support to HR/managers.

Local emergency services

Initiate company internal crisis procedures – call local emergency services, etc.



Crisis support quick reference guide

Spring Health 24/7 crisis support

Licensed clinicians who provide immediate, confidential crisis support to individuals.

Call **1-855-629-0554** (press 2). Available 24/7.

When to contact:

- Employee has mentioned thoughts of self-harm, but has no plan in place to harm self.
- Employee exhibits impulsive or reckless behaviors, but there is no immediate safety risk.

When connecting an employee to crisis support, it is best practice for the employee to call the number themselves. If an employee is hesitant to reach out directly, you as a manager may call with them on the line, and then exit the call once the employee is connected to a licensed therapist.

Spring Health Management Consultation team

Licensed clinicians who provide guidance and support to HR/managers.

Call **1-855-629-0554** (press 4, then press 2) or submit **this form**.

Available Monday-Friday, 8:00am-8:00pm ET.

When to contact:

- Suspected substance abuse or misuse.
- Individual is unable to care for self, and manager would like guidance on how to support.
- Employee is seemingly out of touch with reality (hearing voices, seeing hallucinations, expressing paranoid thoughts) and manager would like support on how to respond.
- Employee exhibits impulsive or reckless behaviors, but there is no immediate safety risk, and manager would like support.
- Concerns regarding employee response to an upcoming termination.



Crisis support quick reference guide (continued)

Local emergency services

Initiate company internal crisis procedures – call **local emergency services**, etc.

When to contact:

- Serious medical problem needing immediate attention.
- Individual has harmed themselves or others.
- Serious property damage.
- Significant fear for the immediate safety of self or others.
- Any potentially life-threatening situation to include: fighting, person with weapons, person making threats to self with access to harmful materials.
- Crime in progress.



Critical incident response (CIR)

What is a critical incident?

Critical incidents are stressful and/or traumatic events that can impact a workplace and its employees in a variety of ways. Examples include a death of an employee, natural disasters, workplace accidents, downsizing of a company, or any event or situation that may result in physical or psychological harm.

How does Spring Health respond?

A critical incident response (CIR) may include virtual or in-person response, one-on-one and group response. Responders work with employees to help build resilience and recovery, facilitate understanding, and promote hope, as well as ensure employees have ongoing support through Spring Health as needed.

The process starts with a management consultation with a CIR coordinator to:

- Understand the nature and scope of the event.
- Assess specific worksite or population needs.
- Design the right response for your needs.

Best practices to consider when designing your response:

- In the immediate aftermath of a tragedy, people often experience shock and denial and are not ready to process the event the same day it occurs.
- Proximity increases intensity. Consider conducting one response for employees who were most directly impacted and a separate response for others.
- Scheduling one response for leaders and a separate response for frontline staff may allow frontline staff to be more open with their experiences.



Critical incident response (CIR): What to expect

1

HR/manager calls **1-855-629-0554** (press 4, then press 1).

2

Manager collaborates with the CIR coordinator to design the response, including if the response will be virtual or in-person.

Coordinator provides relevant crisis support materials from rapid response resource library.

3

Responder sourcing status updates sent via email to the requesting manager:

- **Every 30 minutes** for immediate (response within 2 hours of request) and same-day (response within 2-24 hours of request) responses.
- **Every 2-3 hours** for standard (response scheduled at least 24 hours after initial request) responses.

4

Responder reaches out to the onsite contact via phone to review goals for the response and group culture, etc.

5

Responder conducts the critical incident response.

5

Summary of events provided to HR/manager and Spring Health Account Management team via email.

Satisfaction survey sent via email to HR/manager.



CIR available 24/7

Spring Health Management Consultants coordinate CIR from 8am-8pm ET. After-hours requests are handled by Spring Health partners.



Preparing for your critical incident response (CIR)

Your CIR coordinator will ask for the following information to help design the appropriate response for your needs:

- What circumstances occurred leading to your request for critical incident support?
 - When did the incident occur?
 - How many employees were involved in the incident?
 - How many employees work at that location?
- How have the employees responded to the incident?
- How has leadership responded to the incident so far?
- How many people are likely to attend?
- What is the contact information for the Requester?
- What is the contact information for the onsite point of contact?
- What are the preferred response logistics?
 - Response date
 - Start/end time
 - Time zone
 - Location
 - Event type (in-person or virtual)
 - Language
 - Parking description
 - Security measures: Is a license or passport photo needed for purposes of security clearance?

We're here to support you

Questions? Contact HR or Spring Health.

