Strategic Plan 2010-2013
Faculty Staff Assistance Program
Serving Emory University and Emory Healthcare

FSAP…Finding Solutions to Life’s Challenges
2/21/2011
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# FSAP Mission

The Faculty Staff Assistance Program (FSAP) provides comprehensive employee assistance services that enhance the emotional and physical health, performance and well-being of individuals and organizational units at Emory.

# FSAP Value Statement

**High Quality Services:** Based on standards of practice and research-based approaches, the FSAP provides effective, confidential, and innovative services to meet the needs of the Emory community.

**A Holistic Model:** The scope of services provided by the FSAP’s multi-disciplinary staff promotes the importance of a comprehensive approach to healing that reflects the mind-body-spirit connection.

**Compassion and Dignity:** The FSAP recognizes that positive interactions and interventions are achieved by treating all members of the Emory community with compassion, dignity, and respect.

**Diversity:** The FSAP values the breadth of diversity that is reflected in the Emory community and is sensitive to the needs of different individuals and populations.

**Collaboration:** Active and multi-faceted partnerships are central to the FSAP’s success. The FSAP works collaboratively with Emory divisions, schools, departments, and clients, as well as community-based organizations.

**Training and Professional Development:** Professional development and training are critical to maintaining an environment of learning and cutting edge practices. Therefore, the FSAP promotes continuing education for FSAP staff, and serves as a training site for various disciplines.

# Vision Statement

FSAP envisions a culture of wellness at Emory that facilitates and supports faculty and staff’s efforts to thrive in their personal and professional lives.
Strategic Plan: History

The Faculty Staff Assistance Program (FSAP) is the employee assistance program for the Emory University (EU) and Emory Healthcare (EHC), which provides four core services including behavioral mental health, education and outreach, health promotion and wellness and organizational dynamics. These services are available to the over 23,000 faculty, staff, physicians, and their immediate family household members. The program opened its doors in January 1986, as the Emory Employee Assistance Program (EEAP) and over the years has enhanced the programs and services provided to the community.

In July 2009, the FSAP Team embarked on a strategic planning process that involved work with an external consultant, Sal Alaimo, PhD. Dr. Alaimo conducted 19 individual interviews with FSAP employees, consultants, contract clinicians, post-graduate fellows, residents, and the Associate Vice President of Human Resources. He used the information from these interviews, which included job tasks and responsibilities, Meyers Briggs Type Indicator (MBTI) types, core team functions and annual program goals to facilitate a strategic planning process that was held during the course of two half days on July 28 and 29, 2009.

During these sessions, the FSAP team conducted a SWOT analysis and reviewed the common themes and observations that Dr. Alaimo obtained from his interview process. This provided the staff with a great deal of information to analyze and discuss as a team. These two half days with Dr. Alaimo represented the initial steps in the year-long strategic planning process.

Alyssa Lederer, MPH, Health Educator and Paula G. Gomes, PsyD, FSAP Director partnered to continue the strategic planning process, which took place during Fiscal Year 2010. The FSAP Team embraced the project and actively worked to design the plan which would guide the management of program goals, services and resources during the next three years.

Key considerations for the plan development included: the incorporation of EU Strategic Plan and EHC Care Transformation Model, the expansion of FSAP services over the 24 years since the Program’s inception in 1986, the impact of the economic downturn which led to budget cuts for FY 2011, and the need to streamline and prioritize services for effective program management. The strategic planning process involved the following steps:

- facilitated work sessions with the FSAP leadership and staff members focused on the establishment of the mission, values, and vision statements;
- designed logic models for each of the core service areas;
- scheduled a half day work session by with Tim Hedeen, PhD, external consultant to discuss organizational dynamics and conflict management; developed program goals and objectives.

The Strategic Planning Committee consisted of 10 staff members, who worked on key components of the plan. The committee established two subcommittees which addressed the areas of “Communication and Identities” and “Workload and Management of Work Time.” The recommendations of these two subcommittees were incorporated into the final FSAP Strategic Plan completed in August 2010, which highlights specific action steps for achieving the organizational goals and objectives during FY 2011 – 2013.

Integration with Emory Strategic Plan

The FSAP Strategic Plan is consistent with the Emory University and Human Resources Division vision, mission, strategic themes and goals, as well as the Emory Healthcare Care Transformation Model.
Emory Mission Statement
Emory University's core purpose is to create, preserve, teach, and apply knowledge in the service of humanity.

Emory Vision Statement
A destination university, internationally recognized as an inquiry-driven, ethically engaged, and diverse community whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care and social action.

Emory Strategic Goals
Emory has five strategic goals:

(1) Emory has a world-class, diverse faculty that establishes and sustains preeminent learning, research, scholarship, health care and service programs  
(2) Emory enrolls the best and brightest undergraduate, graduate, and professional students and provides exemplary support for them to achieve success  
(3) Emory's culture and physical environment enrich the lives and intellectual work of faculty, students, and staff  
(4) Emory is recognized as a place where scholars work collaboratively as a strong and vital community to confront the human condition and experience and explore twenty-first century frontiers in science and technology  
(5) Emory stewards its financial and other resources to drive activities that are essential and through those which Emory can demonstrate excellence and provide leadership

Emory Strategic Themes
- Strengthening Faculty Distinction
- Ensuring Highest Student Quality and Enhancing the Student Experience
- Creating Community - Engaging Society
- Confronting the Human Condition and Human Experience
- Exploring New Frontiers in Science and Technology

Emory Healthcare (EHC) Care Transformation Model
This performance improvement initiative is focused on enhancing the quality of our health care and strengthening alignment of care delivery with research and educational activities. The Care Transformation initiative includes five attributes:
- Patient and Family-Centered Care
- Transparency
- Shared Decision Making
- Fair and Just Culture
- Cultural Competency and Diversity

FSAP Constituents
- Emory University and Emory Healthcare faculty, staff and physicians
- Emory University Hospital Midtown Community Providers
- Immediate family household members of Emory faculty and staff (ages 10 – 26)

Purpose of the FSAP Strategic Plan
The strategic plan will be used to guide the FSAP Team with program design and development, planning, resource allocation, service delivery, implementation and evaluation.
**Brief Plan: FSAP Strategic Plan Goals FY 2011-2013**

**Goal 1:** To maintain excellence in service delivery and utilization of evidence-based practice in all core areas.

**Goal 2:** To engage in strategic fiscal planning and budget management to ensure sufficient resources for the FSAP.

**Goal 3:** To enhance office operations through effective communication strategies and process improvement.

**Goal 4:** To promote active self-care and work-life integration among the FSAP team and to model these values within the Emory community.

**Goal 5:** To examine and utilize innovative technological approaches for enhancing efficiency and increasing access to the Emory population.

**Goal 6:** To uphold a commitment to diversity and cultural competency as key values that is visible throughout all aspects of the organization.

**Goal 7:** To increase awareness of FSAP services in the Emory community.

**Goal 8:** To increase and enhance leadership engagement in and support of FSAP services.

**Goal 9:** To enhance the Emory community’s understanding of the value-added by the FSAP.

**Goal 10:** To maintain and increase collaborative relationships with individuals, groups, and committees in the Emory community as needed.

**Goal 11:** To develop and implement comprehensive training programs for undergraduate, graduate, and postgraduate students interested in the FSAP core services and the Employee Assistance Program (EAP) field.

**Goal 12:** To continue to be recognized as an exemplary and cutting edge Employee Assistance Program the local, national and international levels.
Comprehensive Strategic Plan: Goals, Objectives, Action Steps, & Measurement

FY 2011 - 2013

The Strategic Planning Committee (SPC) will review the progress of the FSAP Team in meeting the goals and objectives outlined in the strategic plan semi-annually and annually through submission of a brief report to the leadership team regarding measurement of goal attainment. Each core service team will provide feedback and data to the committee regarding utilization, impact, and outcomes.

**Goal 1: To maintain excellence in the service delivery of evidence-based practices in all core areas.**

**Objective 1:** The Behavioral Mental Health (BMH) team will continue providing high quality services by maintaining or exceeding utilization rates and achieving client satisfaction surveys and workshop evaluations annually in the 70th, 75th and 80th percentiles from FY2011 - 2013. The Manager of Clinical Services (MCS) will provide a semi-annual and annual report to the SPC.

**Objective 1 Action Steps:**

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Provide comprehensive assessments and recommendations to clients within 1 -2 sessions, and submit documentation in the electronic case record system within a two week period.</th>
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<tbody>
<tr>
<td>Action Step 2</td>
<td>Facilitate appropriate short term counseling/coaching services for clients (up to 6 sessions) based upon the diagnosis and a specific intervention plan with identified goals.</td>
</tr>
<tr>
<td>Action Step 3</td>
<td>Implement the appropriate type of consultation services (e.g., pre-clinical, leadership, organizational) based upon the identified client (e.g., employee, family member, leader, organization) and document in the electronic case record system within a two week period.</td>
</tr>
<tr>
<td>Action Step 4</td>
<td>Inform and facilitate the breadth of Crisis Intervention (CI) services available to clients, which include emergency walk-ins and calls during business hours, crisis on-call services after hours and weekends, Critical Incident Stress Debriefing (CISD) and threat assessment team consultations. Notify and consult the Manager of Clinical Services and/or Director about the complex, acute cases and situations within a day of the delivered service.</td>
</tr>
<tr>
<td>Action Step 5</td>
<td>Facilitate referrals for clients to appropriate providers in the community based upon specialty and health plan network status. Provide case management services for clients as needed especially for those on family medical leave, in substance abuse treatment, receiving aftercare monitoring, and higher levels of psychiatric care.</td>
</tr>
<tr>
<td>Action Step 6</td>
<td>Enhance the BMH internal training opportunities by evaluating the case conference process and supervision structure on an annual basis.</td>
</tr>
<tr>
<td>Action Step 7</td>
<td>Develop a procedure for identifying and reporting clients’ severity of presenting symptoms in EAPiSoft for the BMH data in the annual report.</td>
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</table>

**Objective 2:** The Health Promotion and Wellness (HP&W) team will continue providing high quality services by maintaining or exceeding utilization rates and achieving client satisfaction surveys and workshop evaluations annually in the 70th, 75th and 80th percentiles from FY2011 - 2013. The Manager of Wellness Programs (MWP) will provide a semi-annual and annual report to the SPC.
### Objective 2 Action Steps:

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Offer individualized coaching services in the areas of fitness, nutrition and wellness &amp; lifestyle (up to 3 sessions) including an assessment, plan development, education and follow-up.</th>
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<tbody>
<tr>
<td>Action Step 2</td>
<td>Sponsor and coordinate various screenings (e.g., blood pressure, cholesterol, heart health, etc.) for Emory employees in different locations throughout the year.</td>
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<td>Action Step 3</td>
<td>Coordinate and market tobacco cessation resources throughout the year, as well as sponsoring “Freedom From Smoking” classes quarterly.</td>
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<tr>
<td>Action Step 4</td>
<td>Coordinate and offer weight loss programs (e.g., WW @ Emory, W3 Challenge, etc.) and evaluate the effectiveness of the current programs.</td>
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<tr>
<td>Action Step 5</td>
<td>Facilitate and promote “Step UP Emory” as the umbrella brand for Wellness at Emory.</td>
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<tr>
<td>Action Step 6</td>
<td>Provide a diverse offering of direct services (e.g., walking groups, StressBreaks, workshops, etc.) that support a holistic model of wellness.</td>
</tr>
<tr>
<td>Action Step 7</td>
<td>Collaborate with community partners to deliver wellness programs and services (e.g., CPR Anytime, flu shots, cooking demos, wellness committees, etc.) to the campus-wide community.</td>
</tr>
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</table>

### Objective 3:
The Education and Outreach team will continue providing high quality services by maintaining or exceeding utilization rates and achieving workshop and program evaluations annually in the 70th, 75th and 80th percentiles from FY2011 - 2013. The Manager of Education and Outreach (MEO) will provide a semi-annual and annual report to the SPC.

### Objective 3 Action Steps:

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Design a protocol and process for responding more effectively to critical incidents at EHC and EU by designating one hour per week for Critical Incident Stress Management (CISM) planning.</th>
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<tbody>
<tr>
<td>Action Step 2</td>
<td>Evaluate the educational needs of the FSAP team related to CISM and coordinate one training event per year.</td>
</tr>
<tr>
<td>Action Step 3</td>
<td>Create learning objectives for all educational workshops and programs to enhance program delivery and outcome measurement.</td>
</tr>
<tr>
<td>Action Step 4</td>
<td>Develop a listing of available workshops and post/distribute twice a year.</td>
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<tr>
<td>Action Step 5</td>
<td>Develop a strategy for marketing and recruitment of participants for support and skills groups.</td>
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<tr>
<td>Action Step 6</td>
<td>Coordinate, implement and utilize results from the FSAP Health Needs Assessment that will be implemented in Fall 2010 to prioritize new program offerings, enhance current services, and facilitate effective resource management for all FSAP core areas.</td>
</tr>
</tbody>
</table>
Objective 4: The Organizational Dynamics (OD) team will continue providing high quality services by achieving client (individual and leader) satisfaction surveys and workshop evaluations annually in the 70th, 75th and 80th percentiles from FY2011 - 2013. The Senior Program Consultant will provide a semi-annual and annual report to the SPC.

**Objective 4 Action Steps:**

**Action Step 1:** Provide comprehensive leadership consultations to assess and determine the best course of action for leaders seeking assistance with promoting effective and positive team interactions.

**Action Step 2:** Facilitate the provision of organizational assessments utilizing the appropriate type of data collection (e.g., individual interviews, focus groups, surveys) based upon the size, presenting issues, needs, and schedules of the units with the goal of completion within a one month period.

**Action Step 3:** Recommend and implement organizational interventions that will address the issues and concerns of the unit.

**Action Step 4:** Seek out opportunities to collaborate with EHC Organizational Development & Learning Services (ODLS), EU HR Learning Services, Equal Opportunity Programs (EOP), and other offices to achieve organizational effectiveness.

**Action Step 5:** Develop a plan for providing and managing effective OD services given the limited resources in this core service area.

**Action Step 6:** Share results of one or more OD projects with all interested team members in an effort to increase internal awareness of OD issues and to provide supplemental training.

Objective 5: FSAP will design, develop, and purchase educational materials that meet the needs of clients. (HPW and E&O Teams)

**Objective 5 Action Steps:**

**Action Step 1:** Conduct a bi-annual audit of educational materials (storage room and House Files) to ensure sufficient and appropriate inventory of highly utilized brochures, handouts, presentations, etc. and to determine that materials are up-to-date.

**Action Step 2:** Research educational materials (e.g., brochures, pamphlets, videos) prior to purchase to ensure information is current and from a reliable source.

Objective 6: Create or modify evaluations so they measure participant or program number, satisfaction, and outcomes, and develop a plan for how best to utilize the data. The Evaluation Committee, which includes a representative from each core service area will be responsible for the implementation of this objective.

**Objective 6 Action Steps:**

**Action Step 1:** Design new workshop and program evaluation forms that measure the outcomes of
educational services.

**Action Step 2:** Continue the ongoing client satisfaction survey and compare Emory results to the national sample annually.

**Action Step 3:** Enhance, analyze and revise the protocol for distribution and collection of client satisfaction surveys and workshop evaluations on an annual basis.

**Action Step 3:** Identify strategies and establish a plan to evaluate client outcomes.

**Action Step 4:** Revise the leadership satisfaction survey and develop a protocol for implementation under all service areas.

**Action Step 5:** Partner with other entities (e.g. RSPH evaluation course students, SON, etc.) to develop and implement various evaluation plans.

**Objective 7:** FSAP staff will maintain current licenses and certifications and will receive support for professional development and continuing education. The Director will be responsible for collecting this information annually.

**Objective 7 Action Steps:**

**Action Step 1:** Submit workshop and conference request forms for time and/or budgetary support approximately one month prior to the event.

**Action Step 2:** FSAP Leadership will coordinate internal professional development opportunities twice a year for all staff related to core service areas.

**Objective 8:** FSAP staff will review the latest research related to their core areas to ensure the implementation of best practices. *(Leadership Team)*

**Objective 8 Action Steps:**

**Action Step 1:** Encourage each FSAP staff member to subscribe to at least one professional journal.

**Action Step 2:** Coordinate a quarterly discussion of professional articles during team meetings.

**Goal 2:** To engage in strategic fiscal planning and budget management, to ensure sufficient resources for the FSAP. *(Leadership Team)*

**Objective 1:** Continue to examine cost savings ideas (e.g., All About Health) and strategies focused on operational efficiencies.

**Objective 1 Action Steps:**

**Action Step 1:** Identify business opportunities to go paperless and promote sustainability.

**Action Step 2:** Revise and implement concise formats for the semi-annual and annual reports.
**Objective 2:** Explore grant opportunities (e.g., wellness, mindfulness meditation, conflict resolution).

**Objective 2 Action Steps:**

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Investigate and identify state and national grant sources.</th>
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<tr>
<td>Action Step 2</td>
<td>Explore partnerships with Emory professional schools.</td>
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</table>

**Objective 3:** Continue to engage in active budget management and explore revenue generating ideas.

**Objective 3 Action Steps:**

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Evaluate current pricing of OD Services.</th>
</tr>
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<tbody>
<tr>
<td>Action Step 2</td>
<td>Examine the feasibility of FSAP providing EAP services to small external organizations.</td>
</tr>
<tr>
<td>Action Step 3</td>
<td>Explore conference and webinar sponsorship.</td>
</tr>
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</table>

**Goal 3:** To enhance office operations through effective communication strategies and process improvement. (FSAP Team)

**Objective 1:** Identify options for process improvements in office operations that support enhanced efficiency and effectiveness of workflow.

**Objective 1 Action Steps:**

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Develop a process for regular updates to the Policy and Procedure Manual.</th>
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<tr>
<td>Action Step 2</td>
<td>Pursue parking and transportation options for enhancing the ease of travel for staff to Emory destinations and between satellite offices.</td>
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<tr>
<td>Action Step 3</td>
<td>Encourage creative problem solving among FSAP team members to enhance and improve internal processes and protocols.</td>
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</table>

**Objective 2:** Utilize multiple mechanisms of communication to ensure sharing of departmental and organizational information among all FSAP staff members.

**Objective 2 Action Steps:**

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>FSAP Leadership will notify staff about university and healthcare announcements and updates.</th>
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<tr>
<td>Action Step 2</td>
<td>Revise the format of FSAP staff meetings to encourage more open dialogue.</td>
</tr>
<tr>
<td>Action Step 3</td>
<td>Notes regarding administrative updates for core areas, case conference, and staff meetings will be sent to all staff in a timely fashion.</td>
</tr>
</tbody>
</table>
**Goal 4:** To promote active self-care and work-life integration among the FSAP team and to model these values within the Emory community. *(FSAP Team)*

**Objective 1:** Encourage FSAP staff members to engage in self-care opportunities during work hours.

**Objective 1 Action Steps:**

<table>
<thead>
<tr>
<th><strong>Action Step 1</strong></th>
<th>Encourage FSAP staff members to take lunch and periodic breaks during the day to foster healthy behaviors and effective stress management.</th>
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<tbody>
<tr>
<td><strong>Action Step 2</strong></td>
<td>Implement an Alternative Work Arrangement (AWA) schedule to be evaluated every six months to ensure that it is meeting the needs of the staff and organization.</td>
</tr>
<tr>
<td><strong>Action Step 3</strong></td>
<td>Explore hours of operation and the staffing of satellite locations.</td>
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<tr>
<td><strong>Action Step 4</strong></td>
<td>Encourage FSAP staff to express their needs for administrative/indirect service time when necessary recognizing that collegial support will be required in this process.</td>
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**Objective 2:** Continue to support the activities of the Social Outreach Committee (SOC), which promotes team engagement, positive morale, and a sense of community for the FSAP team.

**Objective 2 Action Steps:**

<table>
<thead>
<tr>
<th><strong>Action Step 1</strong></th>
<th>The SOC will meet regularly to plan activities for the FSAP staff.</th>
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<tbody>
<tr>
<td><strong>Action Step 2</strong></td>
<td>The SOC will continue its leadership in recognizing staff members’ birthdays and other celebratory events.</td>
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<tr>
<td><strong>Action Step 3</strong></td>
<td>The SOC will plan two team-building events each year during work hours.</td>
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<tr>
<td><strong>Action Step 4</strong></td>
<td>The SOC will explore and implement other activities that address the self-care and team engagement based on the result of the self-care survey.</td>
</tr>
<tr>
<td><strong>Action Step 5</strong></td>
<td>FSAP Team will contribute monthly to the sunshine fund.</td>
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</table>

**Objective 3:** Make self-care and work life integration part of an ongoing dialogue.

<table>
<thead>
<tr>
<th><strong>Action Step 1</strong></th>
<th>An opportunity will be provided for FSAP staff to provide anonymous feedback about self-care and office culture one time per year.</th>
</tr>
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<tbody>
<tr>
<td><strong>Action Step 2</strong></td>
<td>FSAP Leadership will have two designated meetings per year to discuss self-care among the FSAP staff and will provide a forum for discussion at a staff meeting.</td>
</tr>
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</table>
Goal 5: To examine and utilize innovative technological approaches for enhancing efficiency and increasing access to the Emory population. (Leadership Team)

Objective 1: Explore training opportunities and using new software programs for internal office operations that will improve office efficiency. (Eapisoft & Software Enhancements Committee)

Objective 1 Action Steps:

**Action Step 1**: Access training and technical assistance for Microsoft Office 2007.

**Action Step 2**: Transition to a new clinical records management system (EapiSoft to Caseware Premier).

**Action Step 3**: Evaluate client on-line tools for mental health and wellness housed on website, and supplement as necessary.

Objective 2: Enhance FSAP’s relationship with IT Support Services. (Office Manager and Director)

Objective 2 Action Steps:

**Action Step 1**: Report all IT issues to Ehelp within 24 – 48 hours of occurrence.

**Action Step 2**: Hold quarterly meetings with IT leadership to discuss ongoing needs.

Objective 3: Upgrade the FSAP website incorporating the use of multi-media technology. (Website Committee)

Objective 3 Action Steps:

**Action Step 1**: Enhance the usability by pilot testing the revised layout.

**Action Step 2**: Create a workshop request form that can be submitted through the upgraded website.

**Action Step 3**: Establish a video library on the upgraded website that will increase access to educational programming.

**Action Step 4**: Use video shorts to provide education and instruction on various topics and resources.

Objective 4: Explore and consider utilization of recently established technologies. (Leadership Team)

Objective 4 Action Steps:

**Action Step 1**: Investigate the use of online and telephonic counseling.

**Action Step 2**: Explore the use of videoconferencing to conduct meetings and to provide services to Emory community and affiliates.

**Action Step 3**: Explore developing webinars as a new format for workshops.
Goal 6: To uphold a commitment to diversity and cultural competency as key values that are visible throughout all aspects of the organization. (FSAP Team)

Objective 1: FSAP will endeavor to recruit talented candidates that reflect the diversity of the Emory community. (Leadership Team)

Objective 1 Action Steps:

Action Step 1: Expand recruitment efforts by targeting specific diverse professional groups and associations.

Action Step 2: Work with the HR Recruiting Specialist to identify a diverse candidate pool during recruitment for an open position.

Objective 2: FSAP will work diligently to pursue outreach to the diverse constituencies within the Emory community. (Core Service Teams)

Objective 2 Action Steps:

Action Step 1: The FSAP Leadership will reach out to campus organizations (e.g. Presidents’ Commissions) by attending meetings, talking with leaders, and through other methods.

Action Step 2: Examine translating sections of the FSAP website into Spanish.

Action Step 3: Coordinate and promote programming for divisions, schools, and healthcare entities with large populations.

Objective 3: Continue to sponsor and promote staff participation in professional development opportunities related to cultural competency. (Leadership Team)

Objective 3 Action Steps:

Action Step 1: Plan two or more continuing education sessions per year on cultural competency and diversity.

Action Step 2: Encourage staff to take advantage of continuing education on cultural competency and diversity as part of their annual professional development plan.

Objective 4: Continue to participate in Emory committees and initiatives focused on cultural competency and diversity. (FSAP Team)

Objective 4 Action Steps:

Action Step 1: FSAP members will serve on active committees such as the President’s Commissions, EHC Cultural Competency and Diversity Committee, Nurses’ Recruitment and Retention, etc.

Objective 5: Identify opportunities to tailor and/or develop programs and services that respond to the needs of FSAP’s diverse constituents. (Core Service Teams)
Objective 5 Action Steps:

Action Step 1: FSAP teams will discuss opportunities related to program design and development of Emory subpopulations (e.g., LGBTQ, expectant mothers, gender-specific health issues).

Goal 7: To increase awareness of FSAP services in the Emory community. (FSAP Team) (Education and Outreach & Wellness Teams)

Objective 1: Facilitate outreach to inform the Emory community about FSAP services.

Objective 1 Action Steps:

Action Step 1: Incorporate FSAP information into already existing trainings.

Action Step 2: Request that FSAP information is integrated into orientations and other programs.

Action Step 3: Provide FSAP overview presentations upon request.

Action Step 4: Provide InfoStops at various locations throughout the year.

Action Step 5: Evaluate the best format and location (e.g., Asbury Circle, Emory Wellness Center) for hosting a “Meet and Greet” for constituents each academic year.

Action Step 6: Continue publishing and distributing All About Health (AAH) on a bi-monthly basis and evaluate readership given the new on-line format.

Action Step 7: Explore offering a “Welcome Program” for new supervisors that focuses on accessing FSAP resources.

Action Step 8: Recruit staff, faculty, and physicians to serve on the FSAP Advisory Comm. As needed

Objective 2: Update FSAP marketing and communications strategies. (Leadership Team)

Objective 2 Action Steps:

Action Step 1: Ensure that all new materials use the FSAP template and brand.

Action Step 2: Review FSAP marketing materials annually to ensure that the content is up-to-date.

Action Step 3: Continue the current distribution of FSAP marketing materials and investigate locations in which they could be placed or distributed.

Action Step 4: Work to enhance FSAP’s collaborative relationship with HR Communications by meeting 3 times a year with Director to address current challenges and develop solutions.

Action Step 5: Refer constituents regularly to the updated FSAP website.

Action Step 6: Examine the best usage of the FSAP video and implement its use in these forums.
### Action Step 7: Maintain the FSAP listserv and increase opportunities to register for it.

### Action Step 8: Feature the FSAP Advisory Committee and Subcommittee members annually on the website or in AAH.

### Action Step 9: Seek out opportunities to incorporate information about FSAP into other newsletters (e.g. Campus Beat, SPH, SON).

**Goal 8:** To increase and enhance leadership engagement in and support of FSAP services. (Leadership Team)

**Objective 1:** Increase leadership’s overall awareness of and access to the FSAP.

**Objective 1 Action Steps:**

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Continue to present at various EU and EHC leadership and business meetings.</th>
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<tbody>
<tr>
<td>Action Step 2</td>
<td>Continue to meet individually with Deans and Executive Leaders annually.</td>
</tr>
<tr>
<td>Action Step 3</td>
<td>Provide information on resources for leaders such as executive coaching, strategic planning, and other services.</td>
</tr>
<tr>
<td>Action Step 4</td>
<td>Promote the use of the workplace resources tab on the FSAP website.</td>
</tr>
<tr>
<td>Action Step 5</td>
<td>Distribute and promote the use of the new FSAP Overview and Colleagues at Risk videos.</td>
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<tr>
<td>Action Step 6</td>
<td>Utilize mission, vision and values statements when appropriate.</td>
</tr>
</tbody>
</table>

**Objective 2:** Engage leadership to be active partners by promoting increased employee awareness and utilization of the FSAP services. (FSAP Team)

**Objective 2 Action Steps:**

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Educate leadership about FSAP services and how they support employee and team productivity.</th>
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<tr>
<td>Action Step 2</td>
<td>Inform leadership regularly about verification of attendance sheets and guidelines for use of BMH services.</td>
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<tr>
<td>Action Step 3</td>
<td>Seek invitations from leaders to present at organizational staff meetings.</td>
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<td>Action Step 4</td>
<td>Offer customized services for teams during staff and departmental meetings.</td>
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<tr>
<td>Action Step 5</td>
<td>Offer leaders marketing materials for distribution in departments, divisions, and schools.</td>
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</table>
Goal 9: To enhance the Emory community’s understanding of FSAP’s value. (Leadership Team)

Objective 1: Develop and maintain a business strategy for describing FSAP programs and services by consistently outlining the value, return on investment (ROI), impact, and outcome measurements.

Objective 1 Action Steps:

Action Step 1: Integrate this philosophy into climate and organizational culture through specific, descriptive language and operational models.

Action Step 2: Identify opportunities to support and partner in major campus initiatives.

Action Step 3: Examine and prepare a report on the impact of cost avoidance from various perspectives and highlight why an internal EAP is an essential element.

Action Step 4: Members from FSAP leadership will meet quarterly with HR Benefits leadership to examine claims data in and collaborate on the development of needed wellness interventions.

Objective 2: Share evaluation key findings with members of the Emory community.

Objective 2 Action Steps:

Action Step 1: Revise the format for the semi-annual and annual reports so that they incorporate evaluation data.

Action Step 2: Develop a one page report or dashboard that highlights the evaluation data from all core services.

Action Step 3: Share data on FSAP’s impact in the Emory community in Emory-based publications, at meetings, and in other forums.

Objective 3: Explore opportunities for utilizing personal success stories to reduce stigma and promote healthy living.

Objective 3 Action Steps:

Action Step 1: Collaborate with Campus Wellness Committees, W3 Teams, and Bloymeyer Fitness Center to identify employees for feature stories.

Action Step 2: Feature success stories in AAH and on the FSAP website.

Objective 4: Share articles that highlight the benefits of internal EAP and Wellness programs, and studies related to positive individual/organizational outcomes.

Objective 4 Action Steps:

Action Step 1: Share articles through email and in-person during supervision, leadership, team and staff meetings.
**Action Step 2:** Share article findings with stakeholders, including key HR and Finance & Administration (F&A) leadership, Mental Health Task Force (MHTF), StepUp Emory Committee, and in other forums.

**Goal 10:** To maintain and increase collaborative relationships with individuals, groups, and offices in the Emory community as needed. (FSAP Team)

**Objective 1:** Continue to maintain partnerships with other Emory offices and committees to reach FSAP’s strategic goals and objectives.

**Objective 1 Action Steps:**

**Action Step 1:** Continue existing BMH collaborations: President’s Mental Health Task Force (Paula); Support services for veterans/Yellow Ribbon Program (Paula); Fellowship program in University Mental Health (Gordon, Paula); EHC and EU Hardship Fund Committees (Jad); SAMHSA Suicide Prevention Grant; Counseling Center, Dean of the Chapel, and Pastoral Counseling Services (Freda and Robin).

**Action Step 2:** Continue existing HP&W collaborations: Wellness Committees (E&O and Wellness Teams); Blomeyer Fitness and Woodruff PE Center (Eddie and Paula); StepUp campaigns (Eddie); Student Health and Counseling Services (Eddie and Charlene); Wellness Vendors/Partners (Eddie).

**Action Step 3:** Continue existing E&O collaborations: EU Hardship Education Committee (Robin); Critical Incident Response Program (Robin and Freda); Threat Assessment Team (Robin and Paula); Residents’ Wellness Pilot Program (Robin, Paula); Intimate Partner Violence Working Group (Paula and Freda); Health Education Program, Student Health (Robin).

**Action Step 4:** Continue existing collaborations with offices and committees: EHC Cultural Competency and Diversity Task Force (Paula); President’s Commission on Race and Ethnicity (Lisa); Center for Women; Office of LGBT Life (Robin and Eddie); Office of Disability Services; Equal Opportunities Program; Human Resources (EU and EHC); Emory University Credit Union.

**Action Step 5:** Evaluate and determine priority partnerships annually.

**Objective 2:** Consider and implement new alliances.

**Objective 2 Action Steps:**

**Action Step 1:** Evaluate and pursue at least 3 new partnerships annually.

**Action Step 2:** Explore opportunities and staff interests with the President’s Commissions, Employee Council, University Senate, Tobacco Coalition, and others as identified.

**Objective 3:** Continue to build Emory’s Healthy Campus Coalition

**Objective 3 Action Steps:**

**Action Step 1:** HEP/FSAP health educator(s) continue to work together to build and implement the coalition by developing a comprehensive strategy.
**Goal 11:** To develop and implement comprehensive training programs for undergraduate, graduate, and postgraduate students interested in the FSAP core services and the Employee Assistance Program (EAP) field. *(FSAP Team)*

**Objective 1:** Continue and explore opportunities to enhance FSAP’s current training opportunities.

**Objective 1 Action Steps:**

**Action Step 1:** Develop a committee/working group to examine current experiences, unmet needs, and future opportunities at the FSAP: post-graduate fellowship in university mental health in collaboration with the Counseling Center; psychiatry residency elective; GA State University undergraduate practicum; School of Nursing Community Nursing class.

**Objective 2:** Explore the feasibility of creating new formalized training opportunities.

**Objective 2 Action Steps:**

**Action Step 1:** Develop a committee/work group to examine the following: Health Promotion and Wellness internship; BMH practicum (psychology, social work); Dietary internship; and Pharmacy internship.

**Goal 12:** To continue to be recognized as an exemplary and cutting edge Employee Assistance Program at the local, national and international levels. *(FSAP Team)*

**Objective 1:** Recruit and retain engaged and talented FSAP staff members.

**Objective 1 Action Steps:**

**Action Step 1:** Work with recruiting to garner an exceptional applicant pool.

**Action Step 2:** Maintain and continue efforts to have a positive, team oriented, and supportive work environment.

**Objective 2:** Seek out opportunities to showcase FSAP at conferences and other professional meetings.

**Objective 2 Action Steps:**

**Action Step 1:** Discuss conference and professional meeting presentation requests at monthly staff meetings.

**Action Step 2:** Aim to have at least one FSAP staff member present at at least one national conference per year.

**Objective 3:** Support publishing innovative programs in various publications and peer-reviewed journals.

**Objective 3 Action Steps:**
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<tr>
<th>Action Step 1</th>
<th>Identify relevant publications.</th>
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<tbody>
<tr>
<td>Action Step 2</td>
<td>Identify specific programs or areas FSAP would like to showcase.</td>
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<tr>
<td>Action Step 3</td>
<td>Examine resources, structures and opportunities for supporting writing projects.</td>
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<td>Action Step 4</td>
<td>Consult with HR on staff sabbatical options.</td>
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**Objective 4:** FSAP staff members will be encouraged to participate in and serve as leaders of local and national organizations and professional associations.

**Objective 4 Action Steps:**

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<tr>
<th>Action Step 1</th>
<th>Professional associations/organizations will become a topic for discussion at annual reviews.</th>
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<tbody>
<tr>
<td>Action Step 2</td>
<td>FSAP Leadership will support staff time to attend local and national meetings.</td>
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<tr>
<td>Action Step 3</td>
<td>FSAP Leadership will support staff time to participate on professional association/organizational committees.</td>
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**Objective 5:** Identify and act on opportunities to publicly recognize FSAP staff expertise.

**Objective 5 Action Steps:**

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<tr>
<th>Action Step 1</th>
<th>Engage in communications/media requests and panel invitations.</th>
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<tr>
<td>Action Step 2</td>
<td>Highlight individual and organizational awards on the FSAP website and the Emory Report.</td>
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<tr>
<td>Action Step 3</td>
<td>Serve as an expert resource when feasible.</td>
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Appendix A

I. Behavioral Mental Health (BMH) Logic Model
II. Education and Outreach (E&O) Logic Model
III. Health Promotion and Wellness (HP&W) Logic Model
IV. Organizational Dynamics (OD) Logic Model