Policy 4.3  
Faculty Staff Assistance Program (FSAP)  

Responsible Official: VP for Human Resources  
Administering Division/Department: Faculty, Staff Assistance Services  
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Policy Sections:  
I. Overview  
II. Applicability  
III. Policy Details  
IV. Definitions  
V. Related Links  
VI. Contact Information  
VII. Revision History  

Overview  

OVERVIEW & ELIGIBILITY  
The Faculty Staff Assistance Program (FSAP) provides professional counseling, coaching consultative, educational and team services designed to enhance the emotional health, performance and well-being of individuals and organizational units, while also fostering a greater sense of community.  

In this capacity, FSAP functions as a resource for Emory faculty, staff, physicians, administrators, and their benefits-eligible family members. The Program also provides management consultation services for all levels of leadership seeking guidance and assistance with addressing workplace issues.  

Services provided by the FSAP are confidential and are rendered in private office locations to ensure the comfort of the clients that are served. These services are conducted by licensed mental health professionals.  

Applicability
The program is available to the faculty, staff, physicians and benefits-eligible family members of those employed by Emory University and Emory Healthcare. House staff members (residents and fellows) in the School of Medicine Residency Training Program are also served by the FSAP.

**Policy Details**

**COMPONENTS**

The FSAP clinicians assist clients with identifying options, strategies and resources for addressing issues and concerns impacting individuals and teams while also addressing ways to live or work in a healthy manner.

Services include professional consultations and interventions for a wide range of individual and organizational behaviors, issues, and needs provided in three core areas, which include:

- behavioral mental health,
- education and outreach
- team dynamics

**BEHAVIORAL MENTAL HEALTH (BMH)**

The FSAP offers confidential and professional consulting, counseling, coaching, education, and referral services for areas such as family and spousal/partner relationships, parenting, intimate partner violence, and eldercare concerns; alcohol and substance abuse, as well as other addictive behaviors; financial pressures; legal issues; psychological issues (i.e., depression, anxiety), stress and burnout, conflict, workplace violence, anger management; career development and other work-related matters. Case management services are also available to assist clients with identifying resources to meet urgent needs when financial crises occur (e.g., food shelter and rent assistance).

Clients are encouraged to call the FSAP before a concern becomes a crisis. Any change, however subtle, in productivity, competency, attendance or behavior is often the first indicators that help may be needed.

Licensed professional mental health providers committed to client respect and privacy offer behavioral mental health services in a confidential location.

Assessments and short-term counseling with the licensed clinicians are provided at no cost to employees or benefits-eligible family members. The FSAP maintains program and referral linkages with the Aetna Network and community providers, as well as with other resources when additional services are indicated based upon a client's clinical needs and/or financial circumstances.

Individuals who utilize FSAP services may do so at no loss in pay and without using any accrued leave time. Where a clinical assessment indicates that time away from work is warranted because of a serious mental health condition, it may be necessary for an individual to request and use appropriate medical leave.

**EDUCATION & OUTREACH (E&O)**

The FSAP addresses a variety of personal and work-related topics through workshops, webinars, e-newsletters and other prevention programs. Other self-assessments, videos and resources are available on the FSAP website. Topics include, but are not limited to stress management/resilience, work-life alignment, mindfulness mediation, conflict management, healthy communication and career development. The FSAP is committed to providing education to promote awareness and prevention related to important life issues in an effort to reduce the incidence of crisis and distress among members of the workforce.

**TEAM DYNAMICS (TD)**
The FSAP provides team consultations and intervention services to enhance the overall effectiveness of departments, units and/or divisions.

A leadership consultation is required to initiate services to determine the focus of the team challenge, which may relate to change management, communication difficulties, conflict issues, workplace stress, and/or strategy engagement. For University requests, most leadership consultations are initially referred to and conducted by EU HR’s Office of Learning & Organizational Development (LOD). For Healthcare requests, leadership consultations will be coordinated in collaboration with the EHC HR Business Partners.

These team consultation services are custom designed to meet the multifaceted needs related to staff and leaders. The FSAP offers these services for individuals, leaders and teams, which includes team consultations, team building strategies, conflict management coaching, leadership coaching, mediation and facilitated discussions.

ACCESSING THE FSAP

BMH services may be accessed directly by individuals who self-refer, or through leadership recommendations or facilitated referrals. The contact number for scheduling an appointment is 404-727-WELL (9355).

Individuals seeking services for themselves or a benefits-eligible family member are encouraged to call the FSAP directly for information or to schedule an appointment or consultation.

The FSAP seeks to support emotional health and well-being by working with individuals to address concerns before they negatively impact the person, their family system or their work performance.

While the FSAP does offer crisis intervention and debriefing services for individuals and groups, it encourages utilization of its services early and often, before a crisis develops or before a change in productivity, attendance or behavior becomes a debilitating pattern. Thus, early consultations and interventions are strongly encouraged.

E&O and TD Services may be accessed by calling 404-727-WELL and speaking with the Manager of Education and Outreach or the Executive Director, or by submitting the FSAP workshop request form on the FSAP website (fsap.emory.edu).

LEADERSHIP & THE FSAP

The FSAP is a resource whenever an individual indicates to his or her leadership concerns about a personal challenge or problem, even though there may be no immediate or discernible impact on work performance. Leaders are encouraged to recommend that an individual visit or consult with the FSAP at the first indication of a behavior change (however subtle or slight) in productivity, competency, attendance or performance.

The FSAP provides consultative services regarding the individual and team behaviors, as well as group dynamics of Emory’s departmental units that may impact individual and organizational effectiveness. As such, it serves as a resource for education and information to administrators, managers, supervisors and others when sorting through organizational, behavioral or performance issues. In addition, the FSAP will assist leadership with identification of solution-focused interventions, as well as providing consultations about when and how to recommend/refer someone to the FSAP.

SUPERVISORY/LEADERSHIP FACILITATED REFERRALS (BMH SERVICES)

In certain instances, leadership may determine in consultation with Human Resources Employee Relations and the FSAP that referring an individual to the FSAP is advisable and necessary. These types of referrals (whether informal or formal, are generally based upon a demonstrated pattern of declining productivity, erratic attendance or atypical behavior. To make a leadership-facilitated referral, a supervisor must first consult directly with the FSAP. This confidential consultation is designed to review facts, perceptions, observations and circumstances in order to determine the most appropriate way of proceeding. The FSAP will also refer leaders to consult with HR Employee Relations or EHC Employee Health for (Emory Healthcare only).

All FSAP services are confidential. Clients generally control what they want to share about their situation and with whom they want to share information. Thus, clients must sign a release of information form to authorize the disclosure of their contact and involvement with FSAP; however, FSAP does have a “duty to protect and warn” (under certain prescribed circumstances.)
When an individual comes to the office as a supervisory referral, the clinician will verify to the referring leader (with the employee's permission) that he or she has agreed to work with the FSAP to address their personal/work-related concerns. While the FSAP may provide ongoing consultation with the supervisor, details or information about the type or nature of services will not be provided except as authorized by the client.

*Exceptions to confidentiality occur when a client is a danger to self or others, in cases where there is child abuse or elder abuse, and with safety-sensitive positions (e.g., if the client provides patient care, animal care, or handles hazardous materials or equipment that could potentially harm others) where the client's presenting problem or impairment may jeopardize performing their job responsibilities with reasonable skills and safety.

GENERAL FSAP GUIDELINES AND INFORMATION

The FSAP does not provide a shelter or protection from adverse consequences such as erratic attendance, unsatisfactory productivity or unacceptable behavior. In addition, the utilization of FSAP services may not be held or used against an individual. The program offers an opportunity and a method for identifying and dealing with the underlying cause(s) of performance-impairing issues.

The FSAP is a pivotal and important resource for assessing whether it is appropriate for an individual to be at work. The FSAP is available to assist and support individuals who may need to be absent from work or to pursue a medical leave of absence. The FSAP can also assist with facilitating communications regarding an individual’s return to work from FMLA or medical leave and coordinate return-to-work meetings to promote a positive transition back to the workplace after an extended medical leave has occurred. FSAP cannot authorize medical leave or complete any certifications related to FMLA, but can assist with guidance and referrals for authorization.

LOCATION

The main office of the FSAP is located at the Emory Wellness Center, 1762 Clifton Road, Suite 1100. The FSAP also maintains an office at Emory University Hospital Midtown, Orr Building, 550 Peachtree Street, Third Floor. In addition, the FSAP has satellite locations at Emory University Hospital Employee Health, Emory Campus Cox Hall, Emory Johns Creek Hospital, Emory Saint Joseph’s Hospital, Grady Campus and Oxford College and Decatur Plaza.

Definitions

n/a

Related Links

- Current Version of This Policy: http://policies.emory.edu/4.3
- http://emory.hr.emory.edu/fsap

Contact Information

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<th>Subject</th>
<th>Contact</th>
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<tbody>
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Revision History

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