

Spring Health 



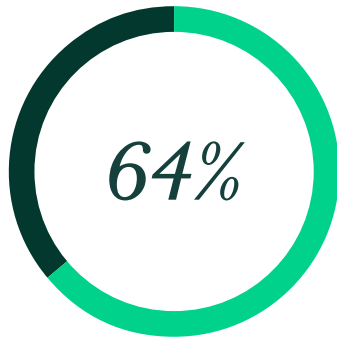
Manager Guide to Spring Health

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.



64% of leaders report experiencing anxiety, stress, and/or depression.

Support for you and your team

Spring Health is available to Dow eligible employees and their dependents.

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 Dow eligible employees and their dependents.

What's inside

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How to contact Spring Health

Individual support

To register, visit dow.springhealth.com

- Activate your account, schedule appointments, and get support at your convenience
- [*No authorization code is needed to register]

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, 7:00am-10:00pm 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](#).

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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.

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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 only if employee signs a release of information (ROI).
- **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 (Non-DOT):** Any document indicating that continued employment is contingent on receiving services results in a mandatory referral.
 - **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.

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. If guaranteed employer tracking of care is needed, then a general mandatory referral should be created and a member must agree to a release of information to the employer about care delivered.

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.

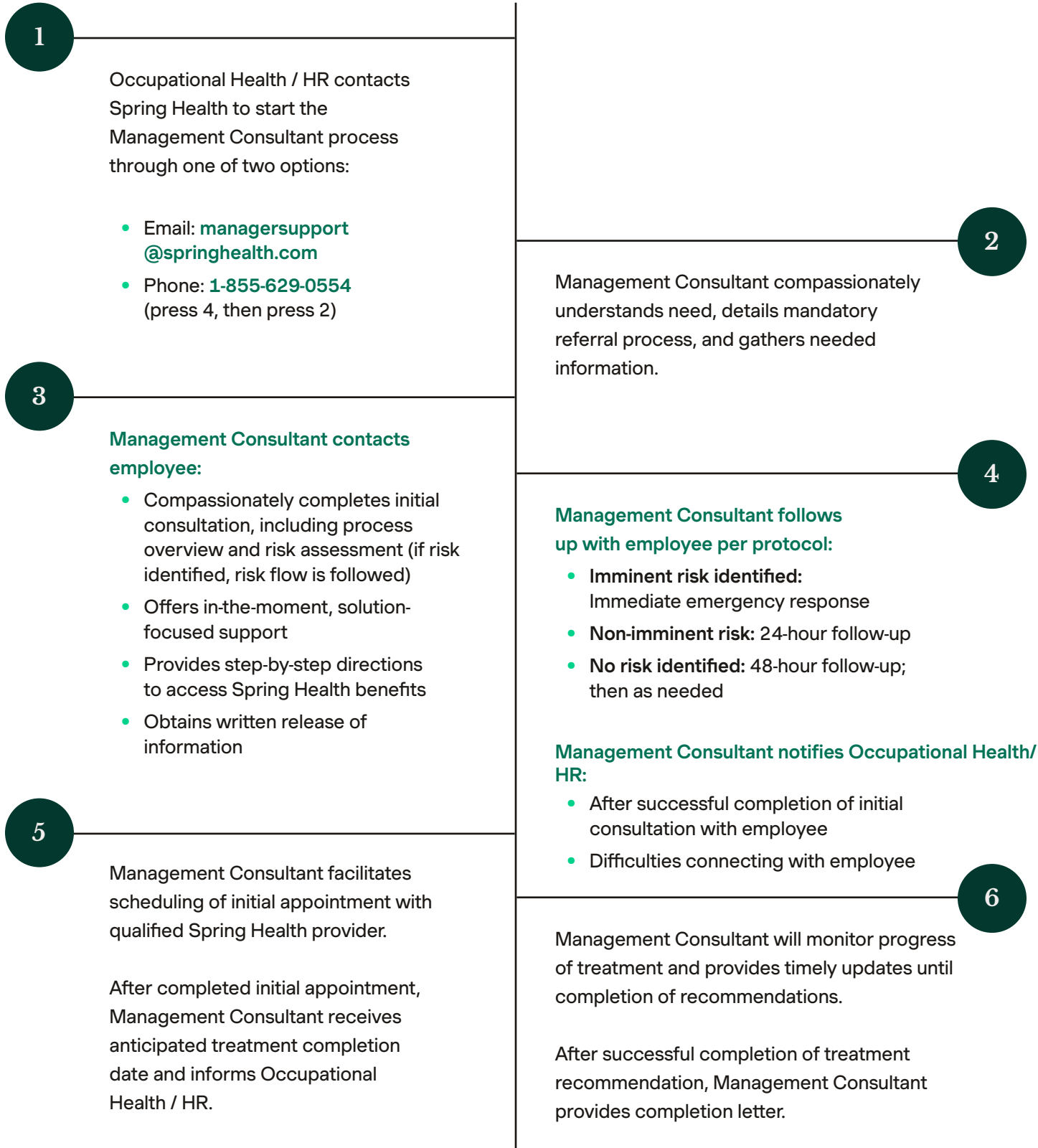
Management consultation: Standard mandatory referral

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 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 SAP evaluation was not warranted at this time; however, a mandatory referral was needed. The manager contacts Occupational Health to make a referral.

Management consultation: Standard mandatory referral



Management consultation: Substance abuse professional (SAP) mandatory referral

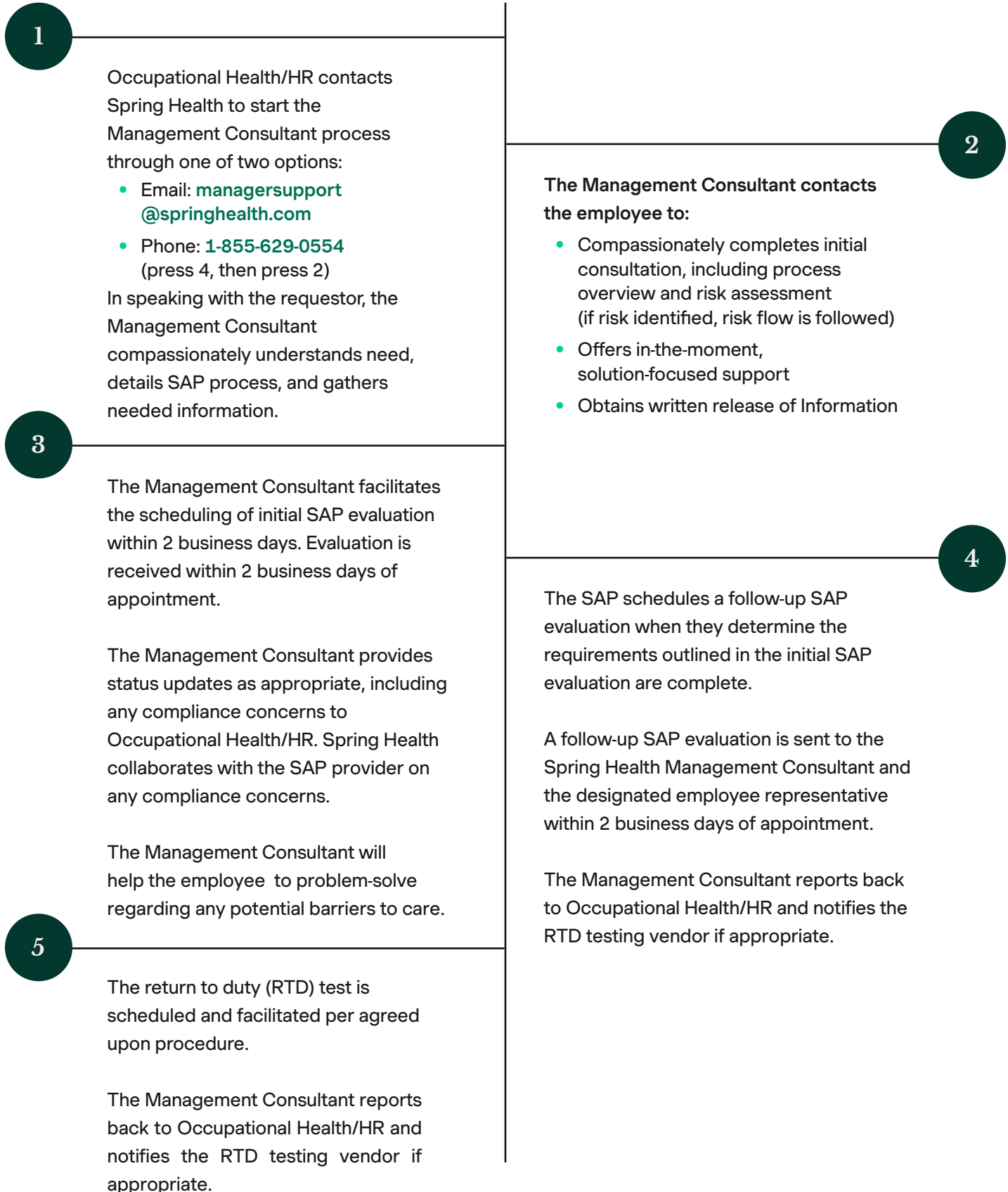
Substance abuse professional (SAP) referral: Any employee who works within a safety-sensitive position as defined by the Department of Transportation (DOT) who tests positive for drugs and/or alcohol is required to meet with a SAP-qualified licensed mental health professional for an evaluation to determine 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 fee-for-service basis of \$700/ case.

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



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Leave of Absence (LOA)

Supporting employees with leaves of absence (LOA)

Types of leaves of absence

A **leave of absence (LOA)** is a general term for an extended period of time during which an employee is excused from their regular job duties and responsibilities. LOA can be taken for various reasons, such as medical issues, personal reasons, educational pursuits, or other situations that require an extended break from work. The leave may or may not be job-protected, paid, or unpaid, depending on the employer's policies and the circumstances. The terms and conditions of an LOA are typically negotiated between the employer and the employee.

There are three other common types of leaves:

- 1. Family and Medical Leave Act (FMLA):** FMLA is a federal law in the United States that provides eligible employees with up to 12 weeks of unpaid, job-protected leave during a 12-month period for specific family and medical reasons. These reasons include the birth or adoption of a child, a serious health condition affecting the employee or their immediate family member, or certain military-related reasons. During FMLA leave, the employer must maintain the employee's health benefits, and the employee is generally entitled to return to their position or an equivalent one after the leave.
- 2. Short-Term Disability (STD):** Short-term disability (STD) is an insurance benefit provided by some employers or purchased by employees that offers partial wage replacement for a limited period, typically ranging from a few weeks to several months, when an employee is unable to work due to a covered medical condition or disability. STD benefits are often used for temporary disabilities, such as recovery from surgery or an illness. The specific terms and coverage of STD benefits can vary widely depending on the employer or insurance policy.
- 3. Long-Term Disability (LTD):** Long-term disability (LTD) is another insurance benefit that provides wage replacement for an extended period when an employee is unable to work due to a serious, long-term medical condition or disability. LTD benefits typically become available after the expiration of short-term disability benefits and can last for several years or even until retirement age. The coverage and terms of LTD benefits also vary, but they are designed to provide financial support when an employee's disability extends beyond the short-term period.

How to support employees during and after leave

Checking in with your employee occasionally during their leave shows that you value and support them. Be sure to ask whether they'd prefer email, text, call, or in person communication and how often they'd be comfortable hearing from you.

When the employee indicates that they plan to return to work soon, remind them to coordinate the transition with HR. It's important to have a conversation about how they'd like their return to be announced and respect their wishes regarding privacy.

Think about how you can give the employee a warm welcome on their first day back. Even small gestures like greeting them upon arrival, giving them a card, or arranging a lunch can make a big impact on how they feel. Schedule time for the employee to touch base with key department members on day 1 as well.

For the first few weeks, consider ways to phase the employee's return, so they can ease back into the day-to-day work. Make sure the employee meets regularly with whoever covered their responsibilities during their leave to ensure a smooth transition and knowledge transfer.

Remember that the employee's needs may be different now if they are returning from a medical or mental health leave, and work with them to adjust their schedule as needed. You may want to check in more frequently to ensure they feel seen, supported, and set up for success in their transition back to work.

How Spring Health can help

For further guidance on how to support employees planning to take a leave or returning to work, reach out to the Management Consultation Team for a General Consult.

Management Consultants do not handle the processing or facilitation of LOA. However, if an employee is currently on or planning to initiate a leave due to mental health-related matters, Spring Health can help them secure the appropriate level of care and submit the required paperwork. The employee will need to activate their Spring Health account and speak with their Care Navigator or the Care Team to discuss their needs. Prior to their first appointment, they can visit springhealth.com/support > [Paperwork requests](#) to upload the required paperwork and fax number details. The Care Team will then coordinate with their provider.

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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.
 - Let the employee know that you care and want to help.
2. 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 immediate, confidential crisis support to individuals.

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, 7:00am-10:00pm 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.

6

- 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 7am-10pm ET. After-hours requests are handled by Spring Health partners.

Management consultation: General consult

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.

