

# Executive Summary

PENN Behavioral Health Layoff Services

## Behavioral Health Assistance Organizational Resources



**PENN Behavioral Health**  
UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM

# Challenging Times

The current economic climate has impacted virtually every industry across the United States and throughout world. This financial downturn has made it necessary for many organizations to restructure or downsize their workforce in order to adapt to these conditions. As a result, employees feel increasingly vulnerable and anxious about their job security, while managers struggle to maintain productivity in the midst of uncertainty.

The economic forecast predicts that market conditions will remain unsteady for the next two or more years and organizations will be forced to make difficult decisions now and in the future. Managing through this downward cycle is essential to ensuring the long term success of the organization, and requires organizational foresight and a keen understanding of the critical value of the company's human resources.

When organizations are required to resize, *all* employees face a gamut of emotions. A sense of insecurity and loss of control is prevalent throughout the workplace, and these emotions invariably impact performance levels. Organizations that do not effectively Prepare for this response are faced with a remaining workforce that is anxious and demoralized. These factors oftentimes lead to higher levels of stress and conflict in the workplace, which can severely fracture the organizational cohesion and productivity.

PENN Behavioral Health, a nationally recognized leader in organizational behavioral health, offers customized programs, training, and educational services to assist organizations in successfully navigating impending terminations and major restructuring efforts.

Our direct experience over the past three decades has shown that insufficient planning can lead to numerous problems in the work environment, including conflict, violence, disrupted workflows, and resistance to the necessary structural changes. Conversely, successful planning is key to maintaining high morale and efficacy throughout the process, resulting in a vital restructured workforce and a strengthened organization.

# Meeting the Challenge

PENN Behavioral Health works with human resources and leadership teams to develop programs tailored to each organization's unique set of employee and managerial needs. These programs are specifically designed to address the emotional wellbeing of the employees, as well as the prevention, intervention, and revitalization activities of management, and the safety and reputation of the organization.

The result is a clearly articulated blueprint for the restructuring process, minimizing uncertainty and alleviating organizational stress. This integrated approach ensures that optimal levels of respect, stability and productivity are maintained throughout the difficult process.

One of the most important aspects of effectively managing a downsizing or restructuring is creating a supportive organizational environment for all employees, including those being terminated. Having appropriate resources and highly prepared management is vital in maintaining a stable and productive workforce throughout the transition.

PENN Behavioral Health has assisted many organizations, including the City of Philadelphia, to successfully navigate workforce reductions or restructuring. Our customized services, resources, and programs address all aspects of the process. PBH provides all participants access to highly-trained, knowledgeable staff who can respond to individual inquiries. We offer suggestions for work-related behavioral health concerns and make referrals back to the organizational leaders when the issues involve policy or human resources matters.

Through a combination of training and educational services, telephonic communication, consulting & resources, and a variety of written materials, PENN Behavioral Health offers guidance on two levels: [Services for Organizations Conducting Layoffs and/or Services for Laid off Employees and Their Families](#).

# Overview of Services

**Both levels of assistance offered through PENN Behavioral Health's Layoff Services are comprised of any combination of the following services, based on the needs of the individual organization:**

## **Consulting, including but not limited to:**

- Meeting with Senior Management to discuss Timelines for Communication and Intervention Strategies
- Meetings with Organizational Representatives to customize Specific Training Programs and Communications.
- Meetings with Organizational Representatives to customize Specific Resource Materials
- Meetings with Organizational Representatives to discuss Specific Intervention Strategies
- Meetings with Organizational Representatives to discuss results of trainings, interventions and debriefings

## **Training and Education, including but not limited to:**

- Intervention Training for Leadership Staff
- Intervention Training for Notifiers and Supervisors
- Follow-up Training for Supervisors (Joining the Restructured Workplace)
- Follow-up Training for Leadership (Managing Ongoing Change and Developing Resilience)
- Follow-up Departmental Trainings for Survivors

## **Critical Incident Support Management, including but not limited to:**

- On-Site Defusings (those who are laid off)
- Departmental Debriefings (Survivors – survivor guilt and restructuring)
- Organizational Briefings and Debriefings (Notification Leadership and Supervisors)
- On-Site Consulting and Resourcing

## **Counseling and Behavioral Health Consulting, including but not limited to:**

- Easily accessible, confidential services that assist laid off employees and their immediate family members with personal life issues and environmental challenge
- 24/7 access to licensed clinicians for immediate counseling
- Network of over 600 clinical providers in the Delaware Valley for face to face counseling
- Brochures and Materials for Access to Counseling Resources
- Telephonic or Face to Face Consulting for Management

## **Reporting/Follow-up Information, including but not limited to:**

- Number of Interventions (by type, location and groupings)
- Number of Individuals seen on site
- Number of Individuals seen by clinicians (in network)
- Number of Participants in Defusings
- Number of Participants in Debriefings
- Number of Participants in Briefings (leadership)
- Number of Participants in Trainings
- Number of Management Consultations
- Number of Referrals for Ongoing Support and Benefit Integration

## **Web-based resources, including but not limited to:**

- Online library of behavioral health oriented articles and resources
- Online library of Management and Corporate Assistance Program training materials
- Online library of resources specifically related to job loss, including information about local resources assisting with employment services
- Email consulting for Senior Management throughout the process

# Services for Employers

Organizations facing the task of conducting layoffs can utilize PENN Behavioral Health as a resource in developing the entire layoff process. These customized services may include: consulting with senior management, structuring the process and timelines, training notifiers, and helping to manage the environment on the day of the notification. PBH will work with managers to create and disseminate tailored internal support information and assist employers with gathering external referral resources. PENN offers pre-training support with the notification process and will be available on site to help with problem resolution interventions, aiding the laid off employees with any immediate stress-related issues. Finally, PENN Behavioral Health offers services to protect organizations from decreased productivity and morale following workforce reduction. PBH works with management to provide customized trainings to assist in the process of restructuring the workplace, supporting the survivor employees, and fostering individual and organizational revitalization and resilience.

Examples of training programs for management include:

- Managing Change Within Organizations
- Layoff Training – Signs and Behavioral Responses
- Fostering and Developing Resilience
- Handling Loss, Grief, and Sadness
- Managing Anger and Frustration

Examples of the informational materials for management include:

- The Role and Characteristics of a Notifier
- Frequently asked Questions for those Facing Layoffs
- Timelines for Trainings, Briefings, Notifications, and Interventions
- Possible Reactions and Strategies Worksheet

# Services for Laid off Employees

PENN Behavioral Health offers services on-site to support notified employees dealing with the initial shock and emotions associated with losing their jobs. Following the layoff notification, PBH works with the employees and their families to help them cope with the immediate anxiety and learn how to manage the stress/changes they will be facing related to job loss. These services are designed to guide the employees and their families in the process of maintaining stability as they respond to the situation, and strategies for taking the steps necessary to move forward personally and professionally. The result is a dignified and respectful process which not only retains the laid off employees' positive relationship with the organization but also reduces feelings of anxiety and 'survivor guilt' in those remaining.

Examples of training programs available include:

- Managing Stressful Situations and Events
- Managing Change and Transitions
- Building and Creating Resilience
- Handling Loss, Grief, and Sadness
- Managing Anger and Frustration

Examples of informational materials available include:

- Tips for Parents Handling a Layoff (4 versions for children of different ages)
- The Stages of Grief
- Dealing with Stress in Turbulent Times
- Frequently asked Questions for those Facing Layoffs
- Tips for Handling Change
- Tips for Handling Stress
- Tips for Increasing Resilience
- Tips for Handling Conflict
- Tips for Dealing with Domestic Violence
- Tips for Dealing with Financial Issues

# Emerging a Stronger Organization

During this period of significant adjustment, PENN Behavioral Health's Layoff Services assists the organization in reducing stress, anxiety, and tension in the workplace, and limits the related grieving of the laid off employees and their immediate family members. Addressing the full spectrum of personal concerns affecting the attitude, emotional wellbeing, and general health and welfare of the organization's workforce creates an environment of trust and respect.

Through the utilization of the Layoff Services, supervisors and management will become more effective and efficient, as they are provided a practical mechanism for dealing with the personal concerns of employees. This managerial preparedness will likely have a positive impact on the revitalization of the restructured workplace as a whole.

While it is never easy for an organization to downsize, PENN Behavioral Health's Layoff Services will help to alleviate the burden of the transition on the employers and create a supportive and respectful environment for both laid off employees and the remaining workforce.

**For more information or to assess which components would benefit your organization, contact PENN Behavioral Health at 1-888-321-4433 or by emailing [pbhcs@mail.med.upenn.edu](mailto:pbhcs@mail.med.upenn.edu).**