ALLONE HEALTH

Organizational Consulting & Management Referrals in EAPs:

Insights from **15,891** AllOne Health Workplace Cases (2020–2024)

A Research Brief for HR and Benefits Leaders

OVERVIEW

A landmark five-year analysis of **15,891 workplace support cases** from AllOne Health provides the most comprehensive profile to date of how U.S. employers use **organizational consulting services** and **formal management referral (FMR)** counseling within an Employee Assistance Program (EAP).

While traditional EAP reporting often focuses on individual counseling, this study shows that **EAPs also play a critical and often overlooked role in supporting leaders, managers, HR teams, and organizational culture** through proactive and reactive workplace services.

KEY FINDINGS

1. Organizational-Level Services Are Widely Used and Highly Diverse

Across **10,640 organizational consulting cases**, employers relied on their EAP as strategic advisors for:

Workplace-Focused and Worker-Focused Needs

2. **Formal Management Referrals (FMRs) Are Primarily Used for Serious Employee Behavioral Health Risks**

Among **5,251 FMR counseling cases**, the following were involved:

3. **Use Spanned Industries and Employer Sizes but With Clear High-Risk Sectors**

The study included organizations across eight industries with key patterns identified:

- **Manufacturing and Transportation** had extremely high rates of substance-related referrals.
- **Education and Healthcare** accounted for a significant share of training requests and benefit clarification.
- **Government organizations** represented over one-third of all organizational consulting cases.

Employer size ranged from fewer than 250 employees to over 300,000, with a median around 1,200 employees, confirming relevance for organizations of all sizes.

4. **Substance Misuse Cases Show a Unique Risk Profile**

Across both organizational consulting and FMR, employees with substance issues were more likely to:

- Work in manufacturing or transportation
- Be younger and male (industry demographics)
- Work for larger employers with safety-sensitive roles
- Use fewer EAP counseling sessions before being referred to external treatment

IMPLICATIONS FOR HR AND BENEFITS LEADERS

The study clearly shows that HR leaders rely heavily on EAPs for:

- Manager coaching and consultation
- Crisis preparation and response
- Organizational development support
- Training and workforce development
- Performance management and corrective action
- Substance misuse risk mitigation
- Behavioral health assessments tied to safety or policy compliance

This is not the work of lightweight or digital-only EAP models. These services require licensed clinicians, experienced consultants, trauma specialists, and organizational psychology expertise.

A Whole Health, Whole Workforce EAP Enables Better Outcomes

The findings show that employees and employers need both worker-level support (counseling, substance misuse treatment, behavioral issues) and workplace-level support (training, crisis response, manager coaching, organizational consulting).

EAPs lacking these components may fail to address the root causes of productivity loss, safety incidents, turnover, and organizational risk.

KEY TAKEAWAYS FOR EMPLOYERS

FINDING	MEANING FOR EMPLOYERS
Half of all organizational consulting cases were workplace-focused	EAPs are essential partners to HR, not just clinical vendors
53% of all FMR cases involved substance misuse	Supervisors need strong EAP referral pathways, especially in high-risk industries
Crisis response and preparedness represented ~16% of consulting cases	Organizations must ensure their EAP can respond to trauma, death, and workplace disruptions
Training demand continues to rise	EAPs are increasingly used as leadership development and workforce training partners
Usage was consistent across industries and employer sizes	Organizational and management services benefit all sectors, not only high-risk workplaces

CONCLUSION

This five-year study affirms that **full-service, whole health EAPs deliver strategic value** far beyond traditional counseling by supporting leaders, improving safety, strengthening culture, and helping organizations navigate complex workplace challenges.

For HR leaders and benefit consultants, the message is clear:

Evaluate EAPs based on their ability to support both employees and the organization. Programs lacking manager consultation, crisis response, and formal referral capabilities do not meet the needs revealed in this large-scale analysis.

Source: Attridge, M. & McDaniel, J.C. (2025). Organizational Consulting and Formal Management Referral Counseling Services from an Employee Assistance Program: Descriptive Profile of Over 15,000 Clients During 2020-2024 at AllOne Health. *International Journal of Scientific and Research Publications*, 15(12), 341-370.