

DRAFT.....DISCUSSION ONLY (5/21/02)

**CSAP Working Group on Future Research Directions for
Substance Abuse Prevention in
Employee Assistance and Student Assistance Programs**

**Renaissance Harborplace Hotel
Baltimore, Maryland**

January 27-29, 2002

Summary Report

Background and Purpose

In January 2002, the Substance Abuse and Mental Health Services Administration (SAMHSA), Center for Substance Abuse Prevention (CSAP) convened a working group to examine the issues surrounding future research directions for employee and student assistance programs. The 32 members of the working group (see Appendix A) represented a wide range of interested parties including:

- § Community coalitions support providers
- § Cost-benefit and econometric models developers
- § Emergency mental health service theorists and providers
- § Employee Assistance Programs (internal and external)
- § Government agency policy makers and program managers
- § Managed care organizations
- § Managed care performance auditors
- § Marketing and communications
- § Private research organizations
- § Professional associations
- § Professional educators
- § Publishers and materials distributors
- § Research-oriented practitioners
- § Student Assistance Programs
- § University faculty and researchers (substance abuse, employee assistance programs, student assistance programs, evaluation, workplace, labor, crime)
- § Workplace and worklife quality consultants

The working group included many distinguished individuals whose careers have been devoted to addressing substance abuse in the workplace setting. The careers of several participants have spanned much of the history of the field, from early occupational alcohol programs to the creation of broad brush employee assistance programs to the emergence of managed health care

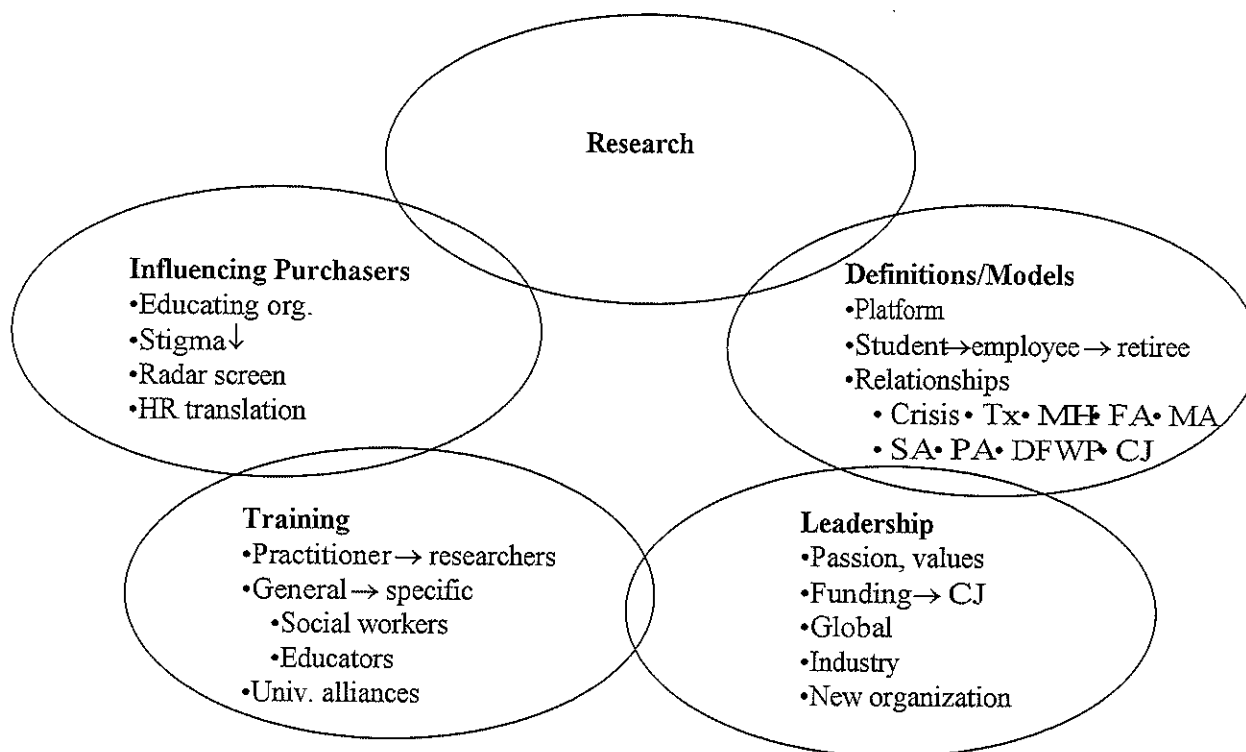
to the present time. The careers of several others have built the field's current foundation of research and teaching. The careers of still others represent new issues of concern in the workplace, including students and young workers, and emergency and crisis management.

Taken together, the working group constituted a deep pool of corporate and field memory and experience. Its purpose was to discuss the state of the field and to identify:

- \$ Major issues affecting research and practice
- \$ Areas of needed research and approaches to advancing the research agenda

The working group had only a matter of hours to consider these questions. Despite the limited time, the working group's discussions were robust in their explorations, and a notable series of recommendations for advancing a research agenda were heard. The working group also heard presentations on Student Assistance Programs, professional sports team assistance programs, emergency and crisis mental health services, and recently analyzed EAP surveillance data.

In general, the working group's interests and concerns fell in five, interrelated areas:



The top six recommendations for advancing the research agenda were:

- \$ Create a foundation or other institution for industry funding of EAP and SAP research
- \$ Develop a research and applied research program that could be coordinated and funded by the several Federal agencies with interests in substance abuse and the workplace
- \$ Establish substance abuse education and training as requirements, as well as specialties, in

- programs of social work, education, social research, and the health sciences
- § Publish a quarterly compendium of EAP/SAP research abstracts
- § Convene a summit to continue the exploration and discussion of the working group and to create current and functional definitions and models that can serve as the basis for a revitalized and collaborative leadership structure

The top seven recommendations for particular areas of research focus were:

- § Ongoing identification of workplace and workplace-related risk factors for substance abuse
- § Development of econometric models that translate EAP, SAP, and treatment outcomes into cost-related terms of interest to purchasers and payors
- § Systematic, periodic, standardized surveillance of EAPs and SAPs
- § Identification of EAP models and comparison of effectiveness
- § Consolidation and dissemination of research findings on EAP and SAP effectiveness in reducing problems and the advantages of EAPs and SAPs to their purchasers and sponsors
- § Motivation factors to use an EAP or SAP
- § Best practices in EAP and SAP design and service delivery

It is important to note that not all participating working group members voted for their preferences of approach to advancing the research agenda and specific research topics. Those who did, however, appeared to mirror the group's general concern with approaches and topics consistent with SAMHSA and CSAP strategic goals. Both clinical and economic measures of outcome and effectiveness were important to the working group, as were matters of fidelity and adaptation in EAP/SAP service models and the overall understanding of what influences the decisions made by users, purchasers, and sponsors.

Highlights of the working group's discussions and remarks follow.

Major Issues Affecting Research and Practice

§ Definitions and Models

The question of how employee assistance programs (EAPs) and student assistance programs (SAPs) should be defined generated considerable discussion among working group members. From their early form as programs designed to identify and refer to treatment those employees with alcohol problems, EAPs have evolved over time and are now configured in a such a variety of ways that common definitions and models need to be re-considered and re-developed.

I'm curious... about what EAPs have become and I'm concerned about what they are becoming. I see a multitude of fractured systems in our society... social services, mental health, substance abuse treatment... this places a demand on the workplace and on the employee assistance community.

It's sad... but EAPs don't really deal with alcohol and drug issues anymore... and this is the one personal problem in the workplace that we can really deal with.

Similarly, SAPs, a more recent addition to the constellation of identification and referral

services, address a range of behavioral and school performance problems experienced by students.

EAPs/SAPs have become a kind of 'platform' for many kinds of services. The relationship to substance abuse is relatively clear for some of these services and more tenuous for others. In EAPs, the latter include what are often called 'concierge services,' or those broadly designed to assist employees in a variety of daily life management needs. These emerged from employer and union interest in worklife and workplace-family issues that came to prominence in the 1980's as women, single parents, and adult children caring for elderly parents pressed for workplace accommodations to their situations.

Evidence of this expansion of the general EAP mission and scope was present in the working group itself, which included representatives of new service areas, such as emergency and disaster response, and those concerned with the relationship between employers and communities and with the student - employee - retiree service

continuum. This evidence points in two directions at once: toward an energetic and growing field of practice; and toward a decreasing emphasis on the central work of identifying and referring employees and family members with substance abuse problems.

The fact is that substance abuse referrals have dropped and are continuing to drop. Stress and depression issues have become more important. We're not sure about the significance of the drop in substance abuse referrals... but it's a concern.

I just don't want to see the Balkanization of the EAP field.

Future research directions emerging from this discussion included ongoing, systematic surveillance of both EAPs and SAPs and of

the needs and decisions of their purchasers and sponsors. Recommendations for approaches to advancing such research included the convening of a summit conference on EAPs/SAPs to re-establish definitions and models and to stimulate the leadership cadre in policy, research, and practice.

§ **Influencing Purchasers, Sponsors, and Consumers**

Working group members noted an enduring issue for EAPs and SAPs, i.e., the need to prove to purchasers and sponsors that expenditures and program investments translate into value at the bottom line of organizational operations. As the marketplace for EAPs has changed, so too has the locus of purchaser education and program sales.

We have devised industry-wide standards for the EAP field... but what is an EAP at this point? There are good models and not so good models out there.

It used to be that [EAPs] had entrée to the board meetings and could go where the money was. But, business has pulled away from us... perhaps because we haven't supplied enough statistical validation for what we do.

Once a relatively direct discussion with organizational decision-makers, EAP education and sales presentations must now be directed to managed care organizations

and benefits consultants. Once a decision certainly based on cost, but also based on values, compassion, and a commitment to addressing employee substance abuse problems, EAP adoption decisions are now more commonly cost driven and concerned with the return on investment.

In recent years, the marketplace has shown a clear preference for external rather than internal EAPs and for service delivery in a managed care context. As noted above, the marketplace has also shown a preference for a service package that is not necessarily focused on substance abuse problems, but offering rather an array of related and unrelated services designed to address a number of family and social problems experienced by employees.

I'm concerned about the lack of data... and about the 'anecdotal' and folklore that seems to surround EAP decisions. We've got estimates of the economic cost of substance abuse in the US and we should use them to make the case for employers.

EAPs and SAPs are virtually useless if there isn't good treatment available. There are 300+ studies on the efficacy of treatment... but managed care performance audits are indicating that somewhere between 35%-55% of people referred are inappropriately treated.

The quality of services delivered, once the marketplace decision to purchase has been made, was also a concern to working group members. Recent data indicate that the two most significant factors in selecting an EAP provider are cost and the efficiency of claims processing. Evidence of efficacy, clinical outcomes, and performance are factors in a small minority of selection decisions.

Working group members noted the importance of educating both consumers and

purchasers or sponsors, and developing and refining econometric models that address cost and return on investment issues, as well as studies of EAP design and effectiveness and of managed care performance that address service quality and efficacy of care issues.

Emerging from this discussion were recommendations for the consolidation of existing research on EAP performance and substance abuse treatment efficacy, studies of individual decisions to use EAP services, and analyses of employer, union, and other sponsor decisions to invest in these services.

There's both a public policy and an employment policy in the fact that we have whole criminal justice economies building up in small communities... We're 'failing them and jailing them.' If this system doesn't take up the caseload, we wind up with an employment problem because the reality is that many of these folks come back to work.

§ Education and Training

Educating and training the next generation of EAP and SAP professionals was a significant issue to working group members. Noting that such education and training is the vehicle for translating research into practice, current and future EAP practitioners and researchers need to have formal preparation in substance abuse as a general requirement and not just as a specialty.

Even within academic programs of social work, education, and social research that address substance abuse issues, professors are not always equipped to prepared students for to function in the context of workplace programs. Without a cadre of professors directly linked to practitioners and the field, the perspective of the workplace, especially the private sector workplace, is very difficult to obtain in the classroom.

I'm concerned about the lack of available training... there's just much less now... and we have to train a new generation. We can't build a solid research base unless the structure is there within the universities.

The differing academic tracks for practitioners and researchers is often a barrier preventing the necessary collaboration implied in a research-to-practice approach. As a result, opportunities for both research-to-practice and the study of new practices is lost.

Some schools of social work don't require substance abuse courses... they offer a voluntary specialty. This is just wrong... it must be required.

Emerging from this discussion were recommendations for structuring opportunities for practitioner and researcher linkage and collaboration, establishment of appropriate certification processes, further faculty development opportunities, and further academic participation in field

leadership.

§ Research Sponsorship

The matter of research sponsorship generated considerable discussion among working group members. Federal agencies, a major research sponsor in the past, tend to have disparate and changing research priorities and limited funding. Even when funded, the relatively complex and fluid environment of the workplace present inherent design, data collection, and analytic challenges for researchers.

Despite its natural interest in research, data, and the development of data-driven decision tools, the EAP industry itself, a large part of which consists of for-profit entities, has yet to establish and support a basic and applied research agenda.

From a researcher's perspective, it's very frustrating to follow fragmented Federal government interests. Still, we all want data-driven decision-making tools.

The industry certainly needs our research... and it certainly uses it to market their products... but it has yet to step up to sponsorship. There is an ethical responsibility here.

Emerging from this discussion were recommendations for the creation of a coordinated Federal research agenda and for EAP industry development of foundations or other entities through which ongoing research and research to practice activities could be

supported.

§ Leadership

With an increasingly broad and disparate field of practice and limited research opportunities, working group members expressed a general sense that it has become impossible for the leadership to keep pace. New specialty services and areas of practice tend to have their own leadership structures, which suggests the need for strategic and tactical collaborations.

Fragmented leadership structures and organizations, scarce research funding, the difficulty of securing peer reviewed publication for EAP research, and the need to capture the spirit and collective memory and experience of EAP practitioners were all cited as challenges to leadership.

The EAP field is in good shape in terms of demand... but it's a different field now. EAPs are doing well, but addressing substance abuse in the workplace is just not doing as well.

Here's a radical suggestion: We acknowledge that EAPs are a platform for many things... but we develop a research program funded by the private sector and a new organization dedicated to dealing constructively with alcohol and drug issues in the employment context.

Emerging from this discussion were recommendations for a summit of EAP and SAP industry leaders, practitioners, researchers, and policy-makers to consider a joint research agenda that looks at a host of current issues and relationships, e.g., the demographic and service implications of impending baby boomer retirements and their succession by younger workers, the globalization of production and employment,

and the relationships among the EAP/SAP field and the fields of criminal justice, drug-free workplace, and drug-free schools and communities.

Areas of Needed Research and Approach to Advancing the Research Agenda

Working group recommendations for needed research and approaches to advancing the research agenda included:

§ Recommended areas of research

- § Systematic, periodic, standardized surveillance of EAPs and SAPs
- § Systematic, periodic, standardized surveillance of purchaser needs and decisions
 - § Ongoing identification of workplace and workplace-related risk factors for substance abuse
 - § Periodic assessments of the overall health and vitality of EAPs
- § Systematic history of the origins and evolution of the EAP/SAP field
 - § Identification of EAP models and comparison of their effectiveness
- § Consolidation and dissemination of research findings on EAP and SAP effectiveness in reducing problems, and the advantages of EAPs and SAPs to their

purchasers and sponsors

\$ Development of econometric models that translate EAP, SAP, and treatment outcomes into cost-related terms of interest to purchasers and payers

\$ Specific research questions of interest:

\$ What shapes the values and attitudes of decision-makers about EAPs and SAPs?

\$ How does stigma block adoption of innovations for preventing and for identifying and referring for treatment people with substance abuse problems?

\$ What are the current norms for alcohol consumption?

\$ What motivates people to use an EAP or SAP?

\$ What is the role played by family members in EAP or SAP use?

\$ What are the current best practices in EAP and SAP design and service delivery?

\$ How are needs and services best matched in EAP and SAP programs?

\$ How are the newer elements of EAP interest (e.g., youth and family considerations) best managed?

\$ What are the best practices in response to retiree substance abuse problems?

\$ What are the best practices in response to college binge-drinking behaviors and norms?

\$ What are the best practices in response to young workers who are also in school?

\$ What factors support EAP and SAP continuation over time and what factors are associated with program termination?

\$ **Recommendations for the field, the leadership, and the industry**

\$ Develop a comprehensive strategy for identifying existing research publication opportunities and for creating new opportunities as needed

\$ Develop a comprehensive, historical bibliography of the EAP literature

\$ Identify and disseminate a list of providers of EAP and SAP research, both academic and nonacademic

\$ Publish a quarterly compendium of EAP/SAP research abstracts

\$ Establish a joint research and applied research agenda

\$ Create a foundation or other institution for industry funding of EAP and SAP research

\$ Establish a new organization dedicated exclusively to addressing alcohol and drug issues in the employment context

\$ **Recommendations for the government**

\$ Convene a summit to continue the exploration and discussion of the working group and to create current and functional definitions and models that can serve as the basis for a revitalized and collaborative leadership structure

\$ Develop a research and applied research program that could be coordinated and

funded by the several Federal agencies with interests in substance abuse and the workplace:

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- Substance Abuse and Mental Health Services Administration
 - Center for Substance Abuse Prevention
 - Center for Substance Abuse Treatment
 - Center for Mental Health Services
- National Institute on Alcoholism and Alcohol Abuse
- National Institute on Drug Abuse
- National Institute for Occupational Safety and Health
- Department of Labor
- Department of Transportation
- Department of Commerce
- Small Business Administration

- \$ As the nation's largest employer, develop a research program designed to study the experience of Federal agency EAPs
- \$ Disseminate research findings and determine model and promising programs for effective EAPs and SAPs

\$ **Recommendations for academia**

- \$ Establish substance abuse education and training as core requirements, as well as specialties, in programs of social work, education, and social research
- \$ Address institutional problems of building and sustaining research programs given weak funding
- \$ Create and sustain faculty development positions to support substance abuse research and applied research and to participate in field leadership

Appendix A: Participants

Thomas Amaral, Ph.D. (Yreka, CA) is founder and President of EAP Technology Systems Inc., a consulting firm specializing in data-based evaluation and quality improvement of employee assistance programs. He is a research clinical psychologist who has been evaluating EAPs for over 20 years and a past Chair, EAPA's Research Committee.

Mark Attridge, Ph.D. (Golden Valley, MN) is a Principal for the Research and Analysis Group of Optum. He is also the current Chair of the Research Committee for the international Employee Assistance Professionals Association (EAPA).

Samuel Bacharach, Ph.D. (New York City, NY) is the McKelvey-Grant Professor of Labor Management Relations in the department of Organizational Behavior at Cornell University. (DID NOT ATTEND ?)

Terry Blum, Ph.D. (Atlanta, GA) is Dean and Tedd Munchak Professor at Georgia Institute of Technology's DuPree College of Management.

Elena Carr, M.A. (Washington, DC) is the Substance Abuse Program Coordinator for the U.S. Department of Labor, Office of the Assistant Secretary for Policy.

Terrence Cowan, CEAP (Austin, TX) is President and Chief Executive Officer for the Workers Assistance Program, Inc., a national nonprofit service corporation headquartered in Austin, Texas with services in 34 states and Canada. The company is unusual in that it offers both EAP and SAP services.

Gregory DeLapp, CEAP (Reading, PA) is Senior Employee Relations Specialist for the Carpenter Technology Corporation. He is also Immediate Past President of the EAP Association, Inc., Arlington, VA, having completed a two year term as President of EAPA from 1998-2000.

Herman Diesenhaus, Ph.D. (Rockville, MD) is Senior Evaluation Specialist in the Program Evaluation Branch, Office of Evaluation, Scientific Analysis and Synthesis (OESAS) and in the Office of Quality Improvement and Financing (OQIF) in SAMHSA's Center for Substance Abuse Treatment (CSAT).

George Everly, Ph.D. is Chairman Emeritus of the International Critical Incident Stress Foundation, a United Nations affiliated NGO, and is Professor of Psychology, Loyola College in Maryland.

Carl Fertman, Ph.D. (Pittsburgh, PA) is an associate professor in the School of Education at the University of Pittsburgh, teaching in the Health Education and Promotion Program. He is also chairman of the Research Committee of the National Association of Student Assistance Professionals (NASAP).

Carol Freeman

Macro - need more here

Deborah Galvin, Ph.D. (Rockville, MD) directs the Workplace Prevention Research initiative for SAMHSA's Center for Substance Abuse Prevention, Division of Workplace programs. She also serves as an Adjunct Professor at the University of Maryland, where she teaches courses in research methodology and social sciences.

Bradley Googins, Ph.D. (Chestnut Hill, MA) is Executive Director of the Center for Corporate Citizenship and professor in the Department of Organizational Studies at the Wallace E. Carroll School of Management at Boston College.

Muriel Gray, Ph.D., LCSW, CEAP (Baltimore, MD) is an Associate Professor at the University of Maryland School of Social Work where she currently chairs the Substance Abuse specialization and serves as field placement coordinator for the EAP specialization. She is also a director of the EAP Healthcare Institute, which provides workplace consultation and customized training to a variety of firms nationwide.

Edward Haaz, M.Ed. (Furlong, PA) is founder and President of Mental Health Consultants, a behavioral health care consulting firm in Bucks County, PA. He is also a past president of the Employee Assistance Society of North America (EASNA), has chaired their accreditation committee, and co-authored the first EASNA EAP Accreditation Standards.

Kirk Harlow, Dr.P.H. (Houston, TX) is President of DecisionStat, a business research and consulting firm. He is also Chief Financial Officer for Alternative Paths, Inc., a regional employee assistance firm and also a past Chair, EAPA's Research Committee.

Nancy Hepler, Ph.D. (Brentwood, TN) is nationally known for her research and the social service programs she has developed. She serves on NASAP's research advisory committee.

Daniel Hughes, Ph.D., M.S.W., CEAP (New York City, NY) is the Director of the Mt. Sinai-NYU Health System's Employee Assistance Program and a member of EAPA's Research Committee.

Laurie Koritko

Research Triangle Institute -need more

Roberta Leis, M.P.A., M.Ed. (Boston, MA) is the Program Director for Join Together, a national resource for communities working to reduce substance abuse and gun violence, based at Boston University School of Public Health.

Paul Maiden, Ph.D. (Orlando, FL) is an Associate Professor of Social Work and Director of the Community Assistance Program in the College of Health and Public Affairs at the University of Central Florida. Among other subjects, he teaches Strategies in Employee Assistance and Interventions with Substance Abusers in the MSW program and has served as the editor for the Employee Assistance Quarterly, the only peer reviewed EAP journal.

Dale Masi, D.S.W. (Washington, DC) is a professor at the University of Maryland School of Social Work, and is an adjunct faculty member of the College of Business and Management. She

is also CEO of Masi Research Consultants, a company that specializes in designing and evaluating behavioral health-care programs.

Bernard McCann, M.S., CEAP (Washington, DC) is a Policy Analyst at the White House Office of National Drug Control Policy, where he is responsible for workplace-related substance abuse issues.

James O'Hair, LCSW (Laytonsville, MD) is the Director for the Employee and Family Assistance Program of Northrop Grumman Corporation - Electronic Systems and Sensors Sector.

James Oher, M.S.W., CSW, CEAP, NCPsyA (Chappaqua, NY) is the principal of Oher & Associates, Inc., a consultancy that specializes in design, development and delivery and review of organization, management and leadership development services, employee assistance, behavioral health and work/life services, learning, training, mediation and other workplace services.

Don Phillips, CEAP (Baltimore, MD) is the retired president of COPE, Inc., an employee assistance service center for employers in the metropolitan Washington area. He previously served as Alcoholism and Drug Abuse Program Manager for the Federal Office of Personnel Management from 1971 to 1980.

Paul Roman, Ph.D. (Athens, GA) is the Director of the Center for Research on Behavioral Health and Human Services Delivery at the Institute for Behavioral Research, University of Georgia, where he is also Distinguished Research Professor in the Department of Sociology and the Graduate School. Together with his collaborator, Terry C. Blum, he is known for initially deriving the Core Technology of Employee Assistance Programs in 1984.

Lee Rush, M.Ed., CAC (Quakertown, PA) is the Executive Director of NASAP, a membership driven organization devoted solely to enhancing the development of Student Assistance Programs (SAPs) across the country.

Ruth Sanchez-Way, Ph.D. (Rockville, MD) is the Director of the Center for Substance Abuse Prevention (CSAP), a component of the Substance Abuse and Mental Health Services Administration (SAMHSA), Department of Health and Human Services.

William Sonnenstuhl, Ph.D. (Ithaca, NY) is an Associate Professor in the Department of Organizational Behavior and the Department of Extension of Cornell University. He is also Associate Director of the R. Brinkley Smithers Institute for Alcohol-Related Workplace Studies in Cornell's School of Industrial and Labor Relations, where he conducts research on substance abuse and the workplace and education programs for labor and management.

Paul Steele, Ph.D. (Albuquerque, NM) is Associate Professor of Sociology at the University of New Mexico, Director of the New Mexico Criminal Justice Analysis Center, and Senior Associate of the Institute for Social Research.

George Watkins (Troy, MI) is the president of Performance Resource Press, Inc., publisher and

distributor of over 500 products including both *EAP Digest* and *Student Assistance Journal*. He has been involved in the “assistance field” since 1976.

Rob White, M.A., CEAP (Baltimore, MD) is Director of Behavioral Health for The University of Maryland Medical System. He manages EAPs and behavioral health contracts for the Dept of Psychiatry, including the Baltimore Orioles and Ravens.

Charles E. Williams, M.H.S., CEAP (Rockville, MD) is a Senior Public Health Advisor in SAMHSA’s Center for Substance Abuse Prevention. He is currently working with CSAP’s managed care initiatives to link primary prevention and early intervention programs with primary healthcare and behavioral healthcare services for commercial (employers) and public sector (states) purchasers of managed care. He is a longstanding member of both EASNA and EAPA and their respective Research Committees.

James Wrich (Verona, WI) is president of J. Wrich and Associates, a health systems performance firm that specializes in the design, audit, evaluation, purchasing and marketing of behavioral health care systems with major focus in systems design and delivery, evaluation and accountability; education and awareness; purchase of services decision support; and treatment services marketing.

Add Cynthia Kunz and Steve Petricia

Dan Hughes

From: "Dan Hughes" <daniel.hughes@mssm.edu>
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Cc: "Ohair, Jim (ES)" <james.ohair@ngc.com>
Sent: Tuesday, December 06, 2011 2:12 PM
Subject: Re: Research Forum Planning Meeting hosted by Northrop Grumman
 Hi Everyone:

I'm looking forward to Thursday's planning meeting at Northrop Grumman. The proposed agenda is as follows:

1. Statement of Purpose
2. Brief Introductions
3. EPA Research Panel Update
4. Brief summary of 2002 EA Research Summit
4. "Brainstorming"
5. "Next Steps"

There seems to be a little weather coming into the NE Corridor. Hopefully it will not interfere with anyone's travel arrangements.

See you Thursday.

Dan

Daniel Hughes, Ph.D., CEAP
 Director, Employee Assistance Program
 Mount Sinai Medical Center
 Assistant Professor
 Department of Preventive Medicine
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daniel.hughes@mssm.edu

----- Original Message -----

From: Conley, Elizabeth (ES)
To: John Maynard ; 'Dan Hughes' ; 'Kathleen Beauchesne' ; geverly@jhsph.edu ; 'Eric Goplerud' ;
'Jacobson, Jodi' ; 'Pat Herlihy' ; choochoomusic@verizon.net ; newsolutionshealth@verizon.net ;
'Hudock, William J. (SAMHSA/CMHS)' ; ceo@eapassn.org ; 'Paul Clavelle' ; Debbie Mori
Cc: Ohair, Jim (ES)
Sent: Tuesday, December 06, 2011 11:35 AM
Subject: Research Forum Planning Meeting hosted by Northrop Grumman

Hello Everyone,
 Please find below directions to the facility. If you have any additional questions, please do not hesitate to ask.

Thanks,
 Liz

Make sure to bring valid photo I.D!