

EAP Digest

September/October 1991

THE VOICE OF EMPLOYEE ASSISTANCE PROGRAMS

COMING OF AGE: EAPs ON CAMPUS

ARE WE READY FOR THE
DRAMATIC RISE IN
EAPs ON COLLEGE
AND UNIVERSITY
CAMPUSES?

SEE PAGES 24 & 30

MANAGED BEHAVIORAL HEALTH BENEFITS

Trends in Buying,
Packaging & Delivery

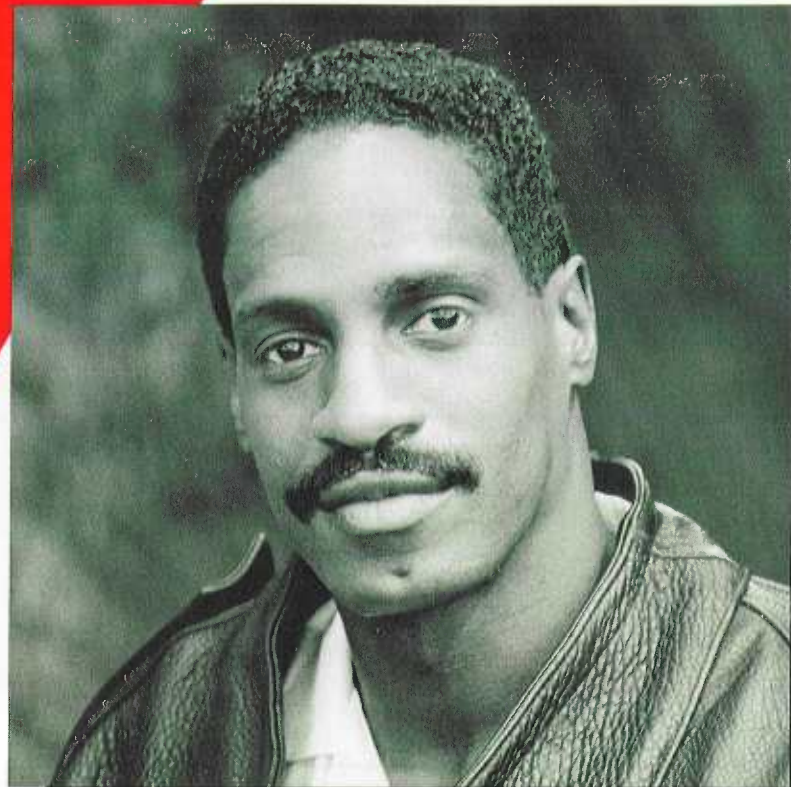
EAPs & CRISIS MANAGEMENT

The Myths and Realities
of Frontline Intervention

Landmark Study
Hospitalization is Cost-Effective
—See page 9—

"Thanks to my EAP and Insight, my treatment was tailor made for me."

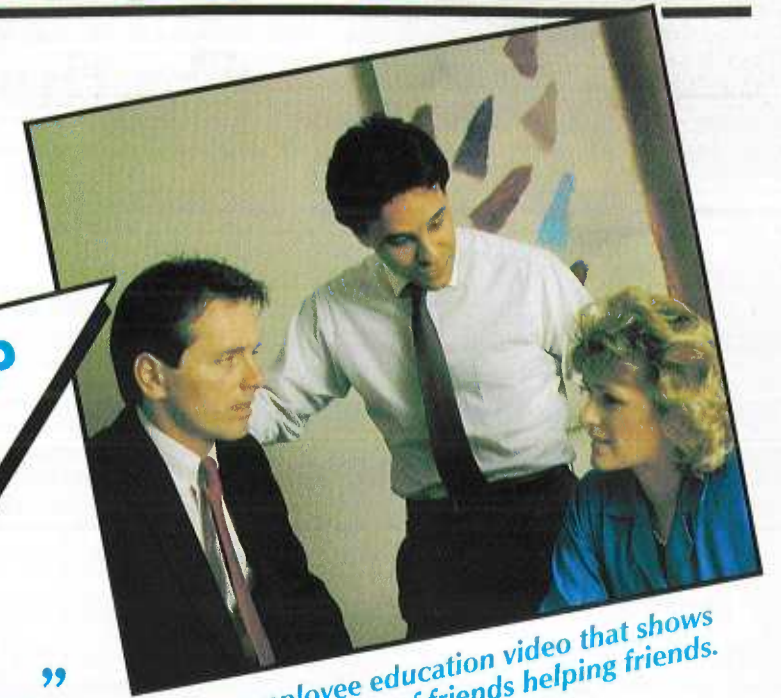
Insight has worked with EAP's, employers, and insurance companies for over 26 years. In that time, we've helped manage the care of over 90,000 people. Insight's ratio of therapists to clients is one of the highest in the country, and our costs are lower than the national average. All of which is a result of our continuum of treatment services. Each client receives individualized care that meets their special needs. Let us show you how we can help manage your clients care by calling 1-800-441-5092.



"I Have This Friend..."

Peer Intervention Techniques for the Troubled Employee

New EAP Video



An employee education video that shows the power of friends helping friends.

"I Have This Friend..."

- ✓ **Increases** awareness of your EAP
- ✓ **Guides** employees in making peer referrals
- ✓ **Increases** employee utilization before the problem becomes more costly
- ✓ **Illustrates** intervention by three real-life dramatizations
- ✓ **Orients** new employees and managers

"I Have This Friend" was produced exclusively for the publisher of EAP Digest by film producer Gerald T. Rogers, who has produced some of the best films in the field.

Insight

The Recovery People for 26 years

Alcohol, Substance Abuse & Mental Health Programs for individuals and families • Detoxification • Residential Care
Outpatient Services • Halfway House • Conveniently located throughout Michigan and Florida • Accredited by the
Joint Commission on Accreditation of Health Care Organizations (JCAHO).

Preview Offer!

Available in Union and Non Union Versions

Preview "I Have This Friend..." for three days for just \$40, and if you choose to purchase the video, the cost of the preview will be deducted from your purchase price.

- Yes!** Send us a preview copy of "I Have This Friend..." for three days for just \$40. We understand that if we decide to purchase the video, the \$40 will be deducted from the purchase price of \$449.00.
- Enclosed is our payment of \$449.00 (plus \$3.00 each shipping and handling) for the purchase of "I Have This Friend..." (VT-050). Michigan residents add 4% sales tax.

Video Format: VHS 3/4 Inch U-Matic Union Non-Union (Previews not available in Beta)

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On the Cover

Only about 5% of the nation's universities and colleges offer EAPs, but that percentage is expected to increase dramatically during the next five years. The lead articles in this issue of *EAP Digest* address the development of EAPs in higher education.

Features

24 Developing University EAPs: A Planned Change Perspective

The concept of planned change is a useful tool for any organization that contemplates initiating new programs. The concept is especially useful in a university-campus environment. Author outlines a planned change approach to implementing an effective EAP.

John B. Franz, PhD, CEAP

30 Social Issues and EAPs in Community Colleges

The community college campus is like any other work environment in the United States—but in different ways! Authors describe unique challenges that can be encountered by community colleges that want to set up EAPs.

Ervin L. Harlacher, EdD, and Janice Seward Goodman, EdD

36 Managed Behavioral Health Benefits: Trends in Buying, Packaging, and Delivery

The mental health and chemical dependence marketplace has changed so much—and so fast—that providers and programs of any kind can no longer survive financially without well-developed marketing strategies. Author provides insights into trends in managed behavioral health benefits.

Monica E. Oss, MS

42 EAPs and Crisis Management

The employee assistance professional finds himself or herself on the front line of crisis intervention much more often than many licensed mental health professionals do. Here are some of the myths—and realities—of EAPs and crisis management.

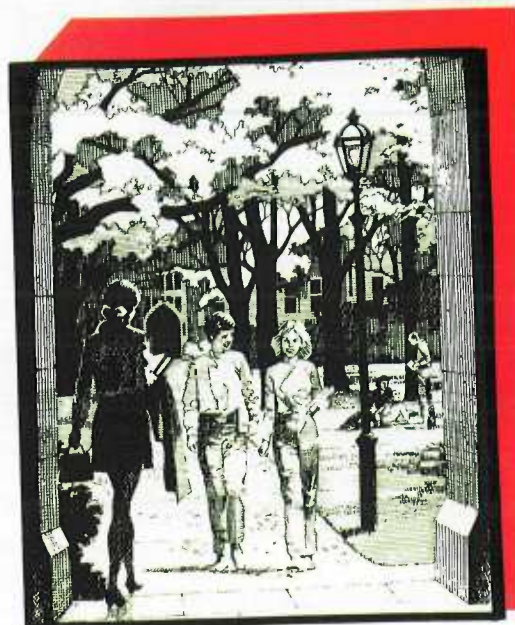
Paul D. Fisher, PhD, and Donna N. Fisher, MA, CPC

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Special . . .

'Frisco Diary: With a Little Help From Friends
Highlights of the eight annual North American Congress on Employee Assistance Programs (NAC/EAP) held in during the summer in San Francisco. —p. 48



Plus . . .

"Knocking Alcohol, Other Drugs Out of Business." The success of a regional drug-free workplace business partnership in western New York State is prompting EAPs to examine the benefits of coordinating their efforts with local community-based social service programs. *Close-Up*, p. 70.

New *Digest* department: **Legislative News**, p. 18.

specialty hospital group and chief operating officer of its Recovery Centers of America (RCA) subsidiary. Biskin succeeds **Thomas J. Doherty**, who resigned. Biskin directs activities of the specialty hospital group's substance abuse treatment centers. RCA owns or operates 13 freestanding substance abuse treatment centers and manages 18 units at acute care hospitals. Prior to assuming leadership of RCA, he served as senior vice-president of operations for the group's Rehab Hospital Services Corporation (RHSC). He joined RHSC in 1988 after five years' experience in hospital administration.

Robert Leonard, CEAP, has joined The Oxford Institute Network of Care, Oxford, Michigan, as outreach consultant. Prior to accepting this position, Leonard was an EAP at the General Motors Tech Center in Warren, Michigan, for 14 years. **Robert Doran, CEAP**, also has been assigned as an outreach consultant for The Oxford Institute of Care. Doran served as EAP manager for Michigan Bell Telephone Company for 14 years before his retirement in 1989. He has had leadership roles in EAP-related professional organizations throughout his career.



Robert Leonard



Robert Doran

Anthony (Tony) L. Spezia, MBA, has joined the staff of Peninsula Hospital, Louisville, Tennessee, as executive vice-president and chief financial officer. Prior to joining Peninsula, Spezia provided financial and business consulting services through his own firm. He worked for Arthur Andersen & Company in St. Louis, Missouri, for 10 years before serving in executive capacities with Detroit, Michigan-based firms.

Terry Cahill, LCSW, SCAC, has been named marketing director of Perspectives, Ltd., a national EAP and private counseling firm based in Chicago. He previously was director of operations and development for Assured Health Systems, Inc.

Art VanDivier, MA, LPC, CADAC, director of clinical services for adolescents at Baylor-Parkside Lodge of Dallas/Fort Worth, Texas. Formerly executive director of Bowling Green of San Antonio, a psychiatric hospital for children and adolescents, VanDivier also served as facility director for the Cottonwood de Austin treatment center. He has been a lecturer and trainer in the Dallas/Fort Worth area for six years.



Art VanDivier

Scott L. Kimble, MSW, has been named program director of the Princeton EAP in Princeton, Illinois. His duties include administration of programs, clinical care, short-term counseling, grant writing, and marketing.

LeRoy Bishop has assumed the position of vice-president of clinical programs for Sierra Tucson Companies, Inc., in Tucson, Arizona. He previously was executive director of the program center. Bishop has been involved in the addiction treatment field since 1980. He joined Sierra Tucson in 1986 as program director.

Hospitalization Is Cost-Effective, Landmark Study Shows

BOSTON, Mass.—Results of a survey published in the September 1991 *New England Journal of Medicine* suggest that hospital rehabilitation for alcoholics is more effective—and not much more expensive in the long run—than merely sending them to Alcoholics Anonymous (AA).

"We think we have produced the first scientific evidence that money spent by corporate America to treat employees in inpatient programs for alcoholism is money well spent," said Dr. Diana Chapman Walsh, who directed the study at the Harvard School of Public Health.

Basically, the study contrasts two approaches from opposite ends of the treatment-approach spectrum: putting alcoholics in hospital rehabilitation programs (the more expensive option, in the short run) and requiring them to go to AA (the less expensive option).

Many companies, however, now urge employees to enroll in outpatient treatment programs that are less expensive than residential alcoholism centers. The study did not directly compare those two common options. Insurance companies once routinely paid for 28-day stays in alcoholism hospitals and other residential programs that sometimes cost as much as \$10,000. In recent years, however, insurance companies and employers have reduced or eliminated coverage for these programs.

While the trend is intended to save money, it is supported by a variety of studies that alcoholics do just as well in less intensive, nonresidential programs.

The latest study goes against this trend. It suggests that "cutting the heart out of inpatient treatment programs may be false economy," said Walsh.

Walsh and a team of Boston University researchers studied 227 General Electric Company workers with drinking problems. The workers were randomly assigned to one of the following three treatment options:

- hospitalization followed by participation in AA;
- participation in AA without hospitalization; or
- a choice of treatment programs.

During two years of follow-up research on the study, 37% of those who got hospital care stayed sober, compared with 17% in the "free choice" group, and 16% in the AA-only group.