

11th Annual Meeting

Tom O'Connor Steps into ALMACA Presidency

New ALMACA President Tom O'Connor announced at the President's Luncheon of the 11th Annual Meeting a program of two major projects that he will work for the accomplishment of over the two years he will be in office.

O'Connor observed that "up to this point in the growth of ALMACA, I see us as having reached out into the field of industrial social work and brought its people into ALMACA. We reached out to labor, to bring its representatives into ALMACA. And likewise we reached into the community of the recovering alcoholics to bring them into ALMACA, and similarly with other professional fields. Now we have come of age," he said. "Now we are one coordinated and cohesive multidisciplinary, professional unit. We are EAP people doing EAP work.

"Now, we as EAP professionals are ready to move aggressively into industry, and into labor, to deliver the EAP message — and to convince them of the EAP need.

"This plan, which I now submit to you as a means towards accomplishing our goal, is only intended as a preliminary first draft. And



ALMACA incoming President Tom O'Connor (left) and incoming Vice President for Operations, Jack Hennessy of the International Longshoremen, photographed during an 11th Annual Meeting presentation.

it is subject to your modification and revision. I solicit your criticism and comments, and your suggestions," O'Connor said.

"This proposed plan involves all

ALMACANS at all levels. It involves the National Board and the National staff. It involves the regional and chapter officers. And (See O'CONNOR, page 4)

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White House's Turner Conveys Mood of Continuing Federal Interest

Federal initiatives to combat drug abuse and drug trafficking, health costs, the perceived need to move alcoholism treatment out of residential settings and into less expensive outpatient modes, the need for a healthy work force, employee assistance programs, the long-standing cooperation of labor and management on substance abuse issues, and research, among other items, were dealt with in a wide-ranging keynote speech delivered to the 11th Annual Meeting of ALMACA by Carlton Turner, Ph.D., Senior Policy Advisor to the White House.

Speaking first on the 1982 Federal Strategy for the Prevention of Drug Abuse and Drug Trafficking, which was announced by President Reagan on October 2, Turner said that "major initiatives were undertaken to restructure and strengthen our resources. Much has already been accomplished. The 1982 Federal Strategy is a milestone in the President's fight against drug abuse, and for the first time," Turner said to the delight of his audience, "alcohol is included in our drug abuse prevention strategy.

A second first in this drug abuse prevention strategy," Turner said, "is the recognition of the extent of the problem in the workplace and the recognition of employee assistance programs as effective early intervention mechanisms that make 'sense' and, I might add, 'dollars.' They must make sense; over 57 percent of the *Fortune 500 Companies* have such programs. The employers that have them report that after employee assistance programs are established, their companies experience significant reductions in lost work hours, disability payments, and accidents."

Turner told Annual Meeting attendees that "the 1982 strategy encourages the expansion of alcohol and drug abuse treatment services by the private sector and the expansion of third-party payments for the treatment of alcoholism and drug abuse. More than 30 states have now adopted laws requiring health insurance coverage of treatment of alcoholism on a mandatory or optional basis; 13 states have similar laws in reference to drug abuse treatment (See TURNER, page 4)

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Review of a Presidency

By Ed Small

(Editor's Note: Ed Small, immediate past President of ALMACA and EAP Coordinator for the *New York Times*, gave no farewell address at the 11th Annual Meeting of ALMACA in Philadelphia. Instead, he acknowledged a bias against repeating himself and referred his fellow ALMACANS to his final report as President as it appeared in the Annual Meeting *Souvenir Journal*. That article is reprinted here.)

WHAT I PROMISED

There is a political aspect to being ALMACA president. I admit I have enjoyed thoroughly that part of being President and Chief Executive Officer of our Association. One of the overtly political things I did two years ago was to publish a campaign brochure listing key objectives. I would like to give a status report on (See SMALL, page 6)

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EAPs Successful, Face Challenging Future

ALMACANS were told at their 11th Annual Meeting Banquet in Philadelphia that "by your dedication, your hard work, and the strength of the programs you promote, ALMACA has made immense strides in combating a major social, economic, and public health problem of our age in just a few years. Of that," the speaker added, "you can be justifiably proud."

The speaker was William S. Woodside, Chairman, American Can Company.

Before describing American Can's own program, Woodside told his banquet audience that "the old myths and stereotypes about alcoholism are being worn down, slowly. Public understanding and public attitudes have begun to change in our culture. Increasingly, the medical and professional community's message that alcoholism is a disease is being accepted. And people are learning that alcoholism is *treatable* and *beatable*. With proper care and follow-up, the alcoholic can return to a fully functioning role in society. Through increased understanding," Woodside added, "we are just beginning to repair some of the damage done to the fabric of society by this tragic disease."

Woodside's additional remarks follow.

We in business can make still further progress in identifying alcoholics and assisting them to the proper channels for treatment and recovery. It's the humane thing to do. But in the profit-oriented environment of business and industry, employee assistance programs would be a hard concept to sell if they were not also the smart, cost-effective thing to do.

Like most of my business colleagues, I am deeply concerned about the rising costs of health care. National health expenditures now consume 10 percent of the entire GNP. And health



American Can Company Chairman William S. Woodside, the featured speaker at the 11th Annual ALMACA Meeting Banquet.

care costs are called to the attention of corporate executives at every budget cycle.

The numbers are telling, to say the least. A company that spends \$100 million on health related costs in 1980 will spend almost \$310 million in 1990 if health care costs continue to increase at the average rate of 12 percent each year. If, on the other hand we can hold that rate of increase to 11 percent each year, that company's health care bill in 1990 will be \$25 million less in that one year alone.

The message those numbers convey is a simple one. We just cannot continue to pay for inefficient health care or preventable medical problems. We turn to health promotion programs and early intervention processes because they are among the best ways we know to reduce costs, improve productivity, and save lives.

With perhaps 10 million alcoholics in

America costing our economy some \$60 billion a year in lost productivity, illness, and property damage, an ounce of prevention would seem very affordable indeed.

The employee assistance program concept points out for both management and union a clearly marked path along the road to health promotion and disease prevention. And if EAPs work as you and I think they do, then we owe it to our corporations, our shareholders, and to our employees to make certain that not only do we have a program on paper, but a program in fact and in substance.

I would like to spend a couple of minutes now to tell you a little bit about American Can's approach to alcoholism and alcohol-related problems. I am not, certainly, presenting my company as the ideal model — but we have made, I think, a decent start.

At American Can, our prevention emphasis complements a broad on-going program aimed at increasing overall health awareness among our employees and their families. One intended to help reduce escalating costs and contribute to health improvements.

We use a number of regular communications and special events to address health habits awareness. Many of our employees receive a special health newsletter and headquarters area employees can participate in an annual health fair or attend lectures on matters of personal health. But let me give you a specific example of what a truly creative communications concept can achieve.

Two years ago, we introduced a program for our Greenwich-area employees that was begun by our Fingerhut subsidiary some years earlier in the Minneapolis-St. Paul area. TATOO is the name of the program and the acronym stands for "Take a Taxi on Us." What that means is that any of about 15,000 affected employees — or someone they know and can vouch for — have the option of a cab ride home from anywhere at our company's expense should they feel they have had too much to drink to drive safely.

This is an entirely anonymous program with no documentation required. To date, its greatest impact has been on increasing the level of awareness of the dangers of drinking and driving with our employees, and, through the media, with the general public.

Another unique program started at American Can this year offers genetic information and counseling to our employees through the National Genetics Foundation. We believe that health roots or family histories help us to more effectively serve the health interests of our employees, and that their active, voluntary participation can lead to positive health habits, and a more informed understanding of how inherited factors may affect their lives. We know that it has not been finally proven that a family history of alcoholism is genetically transferred, but there is evidence that suggests genetic predisposition may exist in many cases.

(See WOODSIDE, page 7)



With a total of some 1,100 ALMACANS in attendance at the 11th Annual Meeting, turnout for the Annual Banquet was impressive.

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Management and Programming For EAPs that Meet Company Needs

L. Stanley Crane, Chairman and Chief Executive Officer of Consolidated Rail Corporation (Conrail), Philadelphia, PA, told a plenary session gathering of ALMACANS attending the 11th Annual Meeting that it is "extremely important" to address the problem of the work-impaired troubled employee, "which," he said, "has been a focus at Conrail since the company was formed more than six years ago."

Certainly, the level of interest in the problem at Conrail is more than adequately demonstrated by the fact that the organization's top executive officer chose to speak at the mid-morning session.

Crane said he believed "Conrail's employee assistance program is the first of its kind in the railroad industry," but he added that "employee assistance programs in many other industries often are not given the kind of attention we have given the program at Conrail. The lack of attention," he said, "makes your jobs that much harder."

Crane told the assembled ALMACANS that "you are actually doing two jobs. First, you are working to help employees solve some of the personal problems that affect their job performance, and even their job security. And second, you are seeking an often elusive commitment from management, which is absolutely essential if you are to be of any benefit at all



L. Stanley Crane

to your clients, and to your organizations."

He added that "to be effective with your

(See CRANE, page 8)

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Postal Service's PAR Program Receives 1982 Ross Von Weigand Award

The U.S. Postal Service and its Program for Alcoholic Recovery (PAR) received ALMACA's 1982 Ross Von Weigand Award for an outstanding labor-management program that provides assistance to employees who suffer from alcoholism.

Postmaster General William F. Bolger accepted the award from ALMACA President

Thomas P. O'Connor in a presentation at the convention's annual awards luncheon.

In accepting the award, Bolger praised the 260 counselors of the Postal Service PAR Program.

"They are the people who gave this program life and who make it the success that it is," said

(See PAR, page 9)



Photographed after ceremonies bestowing the Ross Von Weigand Award upon the U.S. Postal Service's Program for Alcoholic Recovery are, left to right: Jack Hennessy, International Longshoreman's Association; John MacPhee, PAR manager; Albert Henderson, representing Postal Workers' unions, Tom Delaney, ALMACA Executive Director; Postmaster General William F. Bolger; incoming ALMACA President Tom O'Connor; and Bill Dunkin, of the National Council on Alcoholism.

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Labor's Tone Growing Positive

Labor representatives from both the invited panel and members of the audience spoke with adversarial overtones during the Labor Meeting that preceded the official opening of the 11th ALMACA Annual Meeting in Philadelphia.

Sal Barbuto, Philadelphia Community Services Representative from the AFL-CIO, urged labor members to "get involved as labor officials" in occupational programming, arguing that "management will get rid of people who are troublesome" if there is no joint program where labor is committed to protecting members' best interests. "The only good program," Barbuto said "is a combined program," leaving left unsaid but highly implicit that in his view, perhaps the labor/management roles within occupational programming had both become diluted to the point where there is little if any difference in the respective points of view.

Acknowledging that the distressed national economy "has made this program a hell of a lot more manifest than at any other time," Barbuto likened it to the 1940s, pointing out that it was then "management saw this problem (of persons in the workplace harmfully involved with alcohol and other drugs) and developed programs principally under management control."

Another panelist, Dick Stanford of the Texas AFL-CIO, warned the Labor Meeting audience that the block grant program of federal funding may end up as the death knell of many programs. "We need national standards," Stanford said, "parameters to measure by," or there will be no rationale for retaining alcohol and other drug programs within the block grant system.

Stanford also argued that with the plethora of activities originating under the block grant system, the EAP effort is being weakened and alcoholism is getting lost as a health issue. Harking back to his conviction that standards are needed if occupational programming is to survive, Stanford nonetheless cautioned that in seeking evaluation for programming, managers must be aware that "there are many charlatans in the field" who have one or another ineffective evaluation program to peddle.

Stanford urged labor members to study closely proposed legislation to take the place of alcohol or other drug legislation that is on the books but is not being enforced, particularly in the area of drunk driving. His concern, he said, is that new legislation may be so vigorous as to "restigmatize" the person harmfully involved with alcohol. He cautioned, too, about insurance company tactics that he said indicated undue consideration for "the buck". He cited particularly what he called the practice by Blue Cross/Blue Shield of "removing alcoholism coverage when policies come up for renewal, and then offering it as an option."

Doug Maguire of the International Association of Machinists, said that when he first

(See LABOR, page 10)

O'CONNOR (From page 1)

it directly involves every single member of ALMACA.

"The plan consists of two major projects:

"Project 1 involves establishing an ongoing relationship with every area Chamber of Commerce and every Central Labor Council in the country. How many Chambers of Commerce do you think hold associate membership in ALMACA at the present time? I scanned through the ALMACA directory of our 2,000 names, and did not see a single one — and the same is true with Central Labor Councils, excluding the EAP representatives from individual unions.

"This project consists of two parts," O'Connor said. "The first is a membership exchange arrangement, or other direct affiliation, to foster an ongoing relationship and explore mutual areas where we might serve and benefit each other. The second is sponsorship by ALMACA of an annual one-day "Symposium on EAP" directly structured for the local business community, or the labor community, in cooperation with the local ALMACA chapter, the area Chamber of Commerce or Central Labor Council, and a local industry-oriented university. If this sounds somewhat blue-skyish, please be assured that we have already developed the model and tested it with excellent results. We have firm commitments from two chapters to implement this project in late spring 1983, and are hopeful that at least another six to eight chapters will participate with us.

"I have assigned this project to the Development Committee under the chairmanship of Ed Marchesini. In the beginning, it will include all 10 regional directors, as ex-officio members, to provide the interface and liaison with the individual chapters. And the committee will expand from there, as the needs arise.

"Project 2 involves participation by ALMACA outside the EAP field, in the annual conventions and conference meetings conducted by other organizations.

"(1) We will arrange for the design and construction of a professional ALMACA exhibit that can be displayed to visually carry the EAP message.

"(2) We will arrange for professional public relations personnel to develop a packaged EAP presentation on the purposes and functions and goals of an EAP program, and the benefits of such programs to employers and employees.

"(3) We will coordinate with the American Society of Association Executives in Washington, D.C. — of which ALMACA is a member — and, represented by Tom Delaney and Judith Evans, arrange for the display of the ALMACA exhibit and/or the presentation of the EAP message.

"(4) We will appoint an ALMACA speakers bureau and provide appropriate training to effectively carry the EAP message.

"(5) We will solicit the entire ALMACA membership for assistance and suggestions on establishing a relationship with industry or labor organizations where they may be affiliated to display our exhibit and deliver our message.

"I wish to express my sincere gratitude to all of you for this very great privilege you have accorded me, to serve as your ALMACA Presi-

dent for the next two years. It is the very greatest honor that has ever come into the life of my wife and myself, and I pledge to you to do the very best I am capable of, to justify in some small measure this very great trust."

He added, "For those of you who have not yet had an opportunity to read the President's Report of Ed Small (see related article), which is published in the *ALMACA Annual Meeting Souvenir Journal*, I urge you to do so. It highlights all of the accomplishments of the past two years, and then it looks to the future. In the second half of Ed's report, which is captioned "A Vision for You," he says — and I quote — "We must pull together in the immediate future as a team, and reach outside of our field to provide industry and labor with the direction they need toward the goal of establishing an employee alcoholism program for every worker in the country."

O'Connor said Small's clear message is "Move out — move into industry, and move into labor; in your name, I accept this suggestion, and this challenge, and I establish this as the ALMACA goal for at least the next two years. We are moving out — into industry and into labor — to carry the EAP message."

O'Connor said he "would like to dispel two possible misunderstandings.

"(1) ALMACA does not have any intention of providing follow-up for individual employee organizations, and thus will scrupulously avoid any possible conflict of interest with our consultant constituency.

(2) None of the foregoing is intended to dilute or change the present ALMACA operation. I am positively committed to all of the current ALMACA ongoing projects and activities, and fully intend to continue steering the same course, as Ed Small has charted for us during the past two years. In fact, I wouldn't dare to do otherwise. Ed has a favorite expression he likes to use when the occasion is appropriate. "If it's working great, don't try to fix it." Well, ALMACA has been working excellently for the past two years, thanks to this giant of a man named Small, and it would be absolute folly for me to try to 'fix it.'"

In closing, O'Connor said: "Unfortunately, I can not guarantee to duplicate the performance of Ed Small with his excellent results. But I will pledge to work hard. And with your help, and the cooperation from my wonderful wife plus the grace of God, which I promise to invoke for us every day of my two-year tenure. I pledge you we will do our very best." □



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TURNER (From page 1)

coverage. Insurance plans and carriers are increasingly aware that, in the absence of such coverage, they later pay for more expensive hospital-based care under subterfuge diagnoses and/or because of accidents and illnesses that could have been avoided.

"Through this recognition by enlightened health insurance carriers, we are making some inroads into keeping the lid on health costs, which is a primary concern of this Administration," Turner said. He noted that over the years, the saga about alcohol and drug abuse treatment has changed from "alcoholism and drug abuse are untreatable" to "it's treatable, sometimes, but it costs too much," to "treatment is frequently successful but somewhat expensive" to "treatment is frequently successful and relatively inexpensive. All of this," Turner said, "is the result of: (1) a national policy of moving alcohol and drug abuse treatment from costly inpatient to outpatient or day-treatment facilities, and (2) the alcohol and drug abuse institutes' emphasis on early identification and intervention on the job."

Citing the more than 5,000 employee assistance programs in effect today, Turner said "most people spend more than half of their waking hours working, commuting to and from work or thinking about their work. No other human activity occupies so much of our conscious time. Because of this fact, the worksite offers some extremely interesting opportunities for prevention activities, not found in any other setting. Likewise, the worksite is a promising setting for workers who return from treatment to a life situation where daily support can be gained.

"We need a healthy work force. We need it for the well-being of the workers, employers, labor unions, and for the well-being of the nation. Employee assistance programs make a direct and important contribution to maintaining the health of our work force. They are on the forefront of our efforts to deal effectively with stigmatized problems in the workplace. These programs allow people to be identified and helped at early stages of their disease. These are sound principles of health care service delivery, which result in substantial savings in health care and human cost — for the individuals, their families, and society."

Turner added, however, that "the picture is not all rosy. There are some unique problems. Foremost among them is that people in need of help with stigmatized problems usually do not seek treatment willingly. Employee assistance programs provide a dramatic example of how people can be convinced to begin the process of recovery. . . employees in danger of chronic and progressive problems can be helped before their problems reach such a point of deterioration that they become disabled, thereby needing extensive and expensive treatment."

Turning to the subject of cost in health-care delivery, Turner said "we know that alcoholism is devastating and chronic. The economic costs of alcoholism and alcohol abuse come to nearly 50 billion dollars annually. Lost employment

(See TURNER, Page 5)