

THE ALMACAN

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August 1983

PREMIUM SIGHTSEEING AVAILABLE TO CONFERENCE GOERS THIS FALL

The Minneapolis-St. Paul metropolitan area has much to offer those attending the ALMACA Conference October 3 through 7. For conference goers unfamiliar with the region, Minnesota is referred to as the "Home of 10,000 Lakes." (However, the Department of Tourism says the total far exceeds this number, but they are uncertain by how many.) Visitors limiting their stay to the Metro area will be enthralled by the Lakes "in town"—there are 936 of them.

Just a few miles from the conference site is a chain of lakes nestled among some of the cities' most beautiful homes. A drive along Lakes Calhoun, Harriet, Nakomis, and Lake of the Isles will treat you to a view of Minneapolis at its finest. Trees will be in their fall coats of color; colorful sailboats and wind surfers are sure to be squeezing a few more hours from their sports; and the many joggers and bicyclists hallmark the commitment to good health that is a predominant theme in the lives of so many Minnesotans.

Lakes are not all that's sure to please conference attendees. There's much more to discover in the "Twin Cities." If parks interest

you, you'll be pleased to learn there are 513 of them. If superior dining is "your thing," access to 3,523 restaurants, from the elegant to the casual, will excite you. Art galleries abound in the Metro area, too. All totaled, there are 77 of them. However, they are outnumbered by theater companies, of which there are 90. The Tyrone Guthrie Theater, the most well-known of the 90, will be performing "The Entertainer" during the week of the conference. For information regarding tickets call (612) 377-2224.

Men, women, and families from all over the state come to Minneapolis and St. Paul to shop for clothes, furniture, and electronic equipment. There are over 16,000 retail stores to serve eager customers. The malls, garden courts, and enclosed walkways from store to store in both downtown Minneapolis and St. Paul are inviting. They make shopping easy and exciting. The variety of dining possibilities in the downtown areas is an additional "plus." Whatever you want to eat, to wear, or to carry home is

(See SIGHTSEEING, p.10)

Executive's Comments

By Tom Delaney

A recent Dave Anderson column in the sports pages of *The New York Times* started one thinking, again, about real EAP programs and other efforts. Anderson was writing about the problems of Dodger pitcher Steve Howe and the reaction of Dodger management. Now, I do not know the details of what the Dodgers are doing with their troubled employees and certainly would not expect in-depth analysis on the sports page. Besides, it's none of my business how a company handles a particular troubled employee. However, what bothers me is the perception that is given to the public when such events receive wide coverage in the media.

Anderson clearly saw the Howe case in terms of a person who had abused a substance. The substance abuse became the issue, not the person's job performance. Howe's lawyer apparently jumped into the case and decided to argue in the press about the appropriateness of the treatment. Like so many employers, the Dodgers seemed as concerned with protecting their public image as with the return of their employee to being an effective employee.

A major goal of ALMACA is to extend EAP programs to work forces that do not have one. The industry outreach effort is aiming to achieve this. I am questioning whether a lot of the current national publicity about drug and alcohol problems in the workplace are going to help this. Anderson made no attempt to describe an employee assistance program and I would not expect a sports writer to know about EAPs. However, the public is being bombarded with publicity about how industry can help its employees and its profits by installing "800" lines, utilizing hospitals and rehabilitation programs, and screening employees for the presence of drugs. We need to use efforts such as the industrial outreach effort to inform industry that there are proven, effective ways to deal with alcoholism, drug addiction, and other personal problems in the work place.

Hospitals, rehabilitation centers, clinics, and outside practitioners can help industry but only in conjunction with a comprehensive occupational alcoholism program. Among our membership in ALMACA, are many consultants with years of experience in designing, installing and implementing such programs. When we have our industrial outreach program, we need to stress that employers and employee groups thinking of setting up programs should consult experts. Perhaps we should warn against taking cues from sports writers!

(See DELANEY, p.10)



The Fifth Annual Eastern ALMACA Regional Conference was held June 15-18 in Parsippany, N. J. Conference attendees shown here are (left to right): Tom Delaney, ALMACA Executive Director; Betty Reddy of Lutheran General Hospital, ALMACA Vice President—Administration; Jennifer Farmer of Employee Assistance Programs, Inc., ALMACA Treasurer; Joan Tracy of TLC Associates, Eastern Regional Conference Chairperson; and Dick Stanford of the Workers Assistance Program of Texas, ALMACA Secretary.

Letters to the Editor

To the Editor:

Amen to Felise Llano (Letters, June) in her opposition to deleting "alcohol" from ALMACA. No matter how comprehensive an EAP may be, containment of health care costs is of overriding importance in any company today, and alcoholism is still the greatest misuse of those health care dollars. Whatever society's stigma, someone needs to represent that reality straightforwardly. Let it be ALMACA.

/s/ Henry L. Govert
Administrator, EAP
Southern Bell

To the Editor:

On March 30, 1983, I attended a seminar presented by the Jernberg Corporation that was advertised in the *ALMACAN* on "Starting Your Own EAP Consulting Business" and it was one of the finest seminars I have ever attended on employee assistance.

As indicated in the advertisement, Mr. Jernberg was able to provide everything you needed to know to go into the EAP business, and so very much more. I have been in this business for the past seven years and learned a great deal from Mr. Jernberg and from this seminar. I believe that everyone in attendance learned a great deal from the seminar—what they do with it will be another story—but they did receive all the tools to start their own business, whether it be EAP or any other.

I was really pleased to find a seminar that tells what it takes to be a good EAP, as so many private practitioners think all they need to do is "hang a shingle" and they're in the business. It takes really hard work and Mr. Jernberg got that point across.

I was also pleased to see the *ALMACAN* carry such an advertisement and hope that you continue to advertise quality workshops that give people something more for their money than a receipt.

/s/Cindy James, MSW, CAC
Vice President—Industrial Development
Greatwest Health Services, Inc.

To the Editor:

Upon reading my letter in the June, 1983, issue of *ALMACAN*, I promptly found an error. My mistake? Typo? My bad handwriting? No matter! I meant to say that I would *hate* to see ALMACA try to be all things to all men (and women) *not* that I would "hope" to see it do so.

The point I probably should be making more clearly is that there are certain issues that force one to take a stand, that simply can't be ducked without risking total paralysis. If we agree to have a national meeting somewhere, we have to choose a site and contract for certain services. As actions are taken tacit statements are made: we select a hotel that either is or is not unionized; there will or will not be a bug on printed programs; if the ERA boycott appears again,

our hotel will or will not be in a ratified state. Like it or not, we do decide and what we decide is visible.

How the membership might feel about a nuclear freeze, the environment, reproduction rights or a thousand other important issues does not automatically come up.

/s/LECLAIR BISSELL, MD
New York City

Children of Alcoholics at Increased Risk For Alcohol Problems

Will children of alcoholics be more likely than their peers to suffer from alcoholism as they reach adulthood? Evidence seems to indicate the answer is yes. One study found that almost one-third of the alcoholics in a randomly selected group had at least one alcoholic parent. More information on the effects of alcoholism on children, in addition to information on other aspects of alcohol and the family, is contained in *Alcohol Topics In Brief: Alcohol and the Family* (RPO 311). This *In Brief* discusses the effect of alcoholism on family interactions and communications, family violence, and family related prevention and treatment issues. Single copies are available free of charge from the National Clearinghouse for Alcohol Information, Dept. FF, P.O. Box 2345, Rockville, MD 20852.

Olympic Hills Golfing For 12th AAM

A special feature of the 12th ALMACA Annual Meeting will be a golf tournament for conference participants. The tournament is being directed by Glenn Horstman, who maintains that he has managed to squeeze enough time out of his commitments as conference chairperson to keep his golf game as sharp as ever. Glenn is particularly anxious to take on the New England golfers who do not have the advantage of resting through the Minnesota winters and play year-round on Cape Cod. However, he feels up to taking on challengers from all the ALMACA regions.

The tournament will be held on Monday, October 3, at the Olympic Hills Country Club. This is one of the finest golf courses in Minnesota. The entrance fee is \$25, which covers the golf cart, too. Transportation will be furnished from the Raddison South Hotel. Prizes for the top finishers will be donated by the Minnesota Vikings football team.

Anyone wanting to enter the contest should drop a line to Glenn Horstman. His address is c/o EAP, Minneapolis Star/Tribune Newspapers, 425 Portland Ave., Minneapolis, MN 55488.

THE ALMACAN

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Effects on Program Utilization

By Susan IntVeldt-Work, Ph.D.

Across all of the 365 programs represented in this survey, the mean percentage of company employees using program services in the previous year was six. This rate did not vary significantly by the focus of the EAP (alcohol-only, broad-brush, etc.). A quarter of the EAPs reported that at least 10 percent of the work force in the sponsor companies had made use of EAP services during the previous year.

The mean percentage of EAP users who were female was 33. This figure corresponds closely to the mean percentage of women employed in sponsor companies, which was 35.

However, several factors affected program use by female employees. First, broad-brush programs managed by female administrators tended to serve a higher proportion of women (43 percent vs. 33 percent in male-administered programs). It was not possible to examine drug and/or alcohol programs separately because there were only five women employed as administrators of these programs in the sample.

Usage by women also varied with program focus. Broad-brush programs saw a higher proportion of women employees than were seen in drug or alcohol programs, regardless of the gender of the administrator.

The mean percentage of women using drug and/or alcohol programs was 18 (vs. 82 percent male usage), a figure disproportionate to female presence in the work place.

Overall, the mean percentage of substance abuse cases served by broad-brush programs in the previous year was 37. This utilization rate may have been affected by several factors. Broad-brush programs that were managed by administrators with graduate degrees served lower percentages of problem-drinking employees. In a test for interaction with the administrator's personal history of alcoholism, this effect proved nonsignificant.

A second significant main effect was found when the administrator's personal alcohol history was analyzed in relation to program use. Among broad-brush programs, those headed by persons who reported having been treated for a drug or alcohol problem (40 percent of the sample) averaged a higher rate of utilization by problem drinkers (47 percent) than did programs headed by persons who had never been in treatment (31 percent). This difference (based on history of administrator) was not found when drug and alcohol programs (10 percent of the sample) were examined separately, but subsample sizes were small.

Finally, utilization by employees with substance abuse problems was significantly related to the administrator's academic specialization. Whereas mental health specialists with graduate degrees reported moderate rates of use by substance abusers, administrators with orientations other than mental health had significantly higher utilization rates.

There are limitations to my study. The degree to which my findings describe EAPs in general depends on the similarity of ALMACA mem-

bers to non-members.

Secondly, it is possible that in-house administrators join ALMACA in greater frequency than do administrators from consulting firms or degreed mental health professionals, who may choose to affiliate with other professional associations rather than ALMACA.

Third, since the pool from which subjects were selected for this survey was constructed by examining the titles and employers of all ALMACANS listed in the registry, it is possible that, through this methodology, administrators who are contracted from consulting firms were underselected due to the greater difficulty in identifying them as EAP administrators.

Fourth, mail surveys risk contamination resulting from a response bias that occurs when those who voluntarily comply with the survey differ systematically from the non-compliance group. However, a followup survey of nonrespondents suggests that no such contamination occurred in this study.

The results of this study, insofar as they focus on staffing as related to program utilization, bear implications for the staffing of employee assistance programs. The impact of leadership in an organization was dramatically demonstrated by Guest (1962). Between 1952 and 1956, he compared an auto assembly plant with five similar plants in terms of overall efficiency, quality of product, indirect labor costs, safety record, labor grievances, absenteeism, and turnover. In 1953, the plant of interest was rated poorest on six of the seven measures. By 1956, it was rated highest on five of the seven measures. What happened to change the organization? A new plant manager assumed leadership; other factors remained nearly constant. Clearly, the quality of leadership in an organization can affect the entire organization.

In the employee assistance field, it has been charged that the trend toward broad-brush programs led by mental health professionals has tended to diminish the focus on the foremost mental health problem in the work place, alcoholism (Dunkin, 1981). Critics have claimed that mental health professionals lack training in alcoholism and hold misconceptions about the treatability of the disease (Lanier, 1981; "Study Probes Need . . .", 1982). □

A second criticism is that women alcoholics are not served by EAPs in proportion to their presence in the world of work (Day, 1981; "Efforts to Make EAPs . . .", 1981).

The findings of the present study lend support to these criticisms and offer some new ideas as to why these tendencies exist. It appears that the program administrator designs a program that is congruent with his or her personal interests and past experiences. The administrator is likely to hire staff members who are much like him/herself in educational level, academic specialization, and history with alcohol, thus reinforcing the administrator's

(See STAFFING, p.7)

Ernest J. Kapopoulos, manager of the Honeywell Information System's employee assistance program, is the incoming President of the Massachusetts Chapter for the 83-84 business year.

New officers for the Virginia Chapter of ALMACA are: President, Charles A. Grainger, Assistant Director, Employee Assistance of Central Virginia, Inc.; Vice President, Bill Redmond, Employee Assistance Counselor at Philip Morris USA; Secretary, Linda L. Redmond, Secretary, City of Richmond Department of Mental Health; and Treasurer Larry Sinsabaugh Director of Crawford Rehabilitation Services.

New Officers of the Central and Western New York ALMACA Chapters are: President, John Walsh, OPC, Chit Chat Foundation, Rochester; Vice President, Tony Marini, District Manager, Employee Assistance Program, Xerox Corporation, Rochester; and Secretary-Treasurer, Susan Rockefeller, Bill Yost Associates, Liverpool.

Newly elected officers for the Colorado ALMACA Chapter are: President, Bonnie Forquer, Occupational Program Consultant, ADAD for the state of Colorado; Vice President, Bettie Bellamy, EAP Coordinator, Mountain Bell; Secretary, Shelley B. Dooley, EAP Coordinator, Storage Technology Corp.; and Treasurer, Linda G. Groce, Co-owner of Performance Management Consultants and Dynamic Directions.

Newly elected officers for the Kansas City Area Chapter are: President, Alan M. Ballew, Occupational Program Consultant with the National Council on Alcoholism, Kansas City; Vice President, Ralph M. Barsi, Special Health Services with Trans World Airlines; and Secretary-Treasurer, John H. Gress, Employee Counselor with AT&T Long Lines. □

Agenda For Annual Business Meeting

In accordance with the requirements of the bylaws of the Association of Labor-Management Administrators and Consultants on Alcoholism, Inc., the executive director has established the following agenda for the 1983 annual business meeting. This meeting will be held on Tuesday, October 4th, 1983, at the Radisson South Hotel from 4:00 P.M. until 5:00 P.M. The meeting will be chaired by the president of ALMACA.

1. Call to Order—Thomas P. O'Connor, President
2. Approval of Minutes of Previous Meeting
3. Treasurer's Report—Jennifer Farmer, Treasurer
4. Administrative Report—Betty Reddy, Vice President
5. Operations Report—Jack Hennessy, Vice President
6. Reports of Regional Vice Presidents
7. Executive Director's Report—Thomas Delaney
8. President's Report—Thomas P. O'Connor
9. Report of Committee to Study Change in Organization's Name
10. Other Business
11. Adjourn



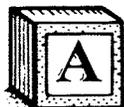
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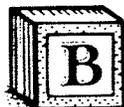
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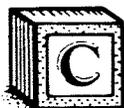
If your patient needs golf, swimming, or fads and frills, we can't help you.

In nearly 25 years of treating alcoholism, we've learned a lot and have grown with the times . . .



But at Chit Chat Foundation, we haven't shifted our focus . . . it's still on the 12 Steps of AA and the basics of recovery, and our staff is committed to it.

We've learned that a good treatment experience is an important first step. We also know that a good support system — in the home and on the job — greatly increases the chances for recovery. That's why we emphasize family treatment, and place such importance on the cooperation between our staff and you, the referring professional.



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Richard W. Esterly, Executive Director

Provider Briefs

• COPE, Incorporated, a Washington based employee assistance service center, has announced the addition of Debra L. Reynolds to its staff effective July 18, 1983. Most recently, Ms. Reynolds has been assistant director of Employee Assistance Program, Inc., of Lincoln, Nebraska. Ms. Reynolds began her EAP career in the highly regarded Lincoln program in early 1977 as a program consultant and was promoted to assistant director in January of 1980. Prior to her work in the EAP field, Ms. Reynolds designed and implemented an innovative chemical dependency program at the Nebraska Center for Women in York, Nebraska. Ms. Reynolds also currently serves as the Midwestern regional representative for the Occupational Program Consultants Association.

COPE has also announced the renewal of two major contracts, one of which is the U.S. Department of Labor. The other of which is the Employee Assistance Program of Alexandria, Inc. A new contract has been signed with the new Minerals Management Services Agency of the U.S. Department of the Interior for MMS employees in the Washington area. MMS is headquartered in Herndon, Virginia.

• The Prevention Center of the North Shore Council on Alcoholism, a referral-treatment center serving 27 communities in Massachusetts, has developed an *Alcohol Education Series*, covering such areas as drinking and driving, child abuse, women and alcohol, family problems, elderly, holiday drinking, prom season, and a host of other important alcohol problems communities everywhere face today. Contact the Prevention Center of the North Shore Council on Alcoholism at 183 Newbury Street, Danvers, MA 01923, (617) 777-2664. □

Special Interest SWIND Meeting

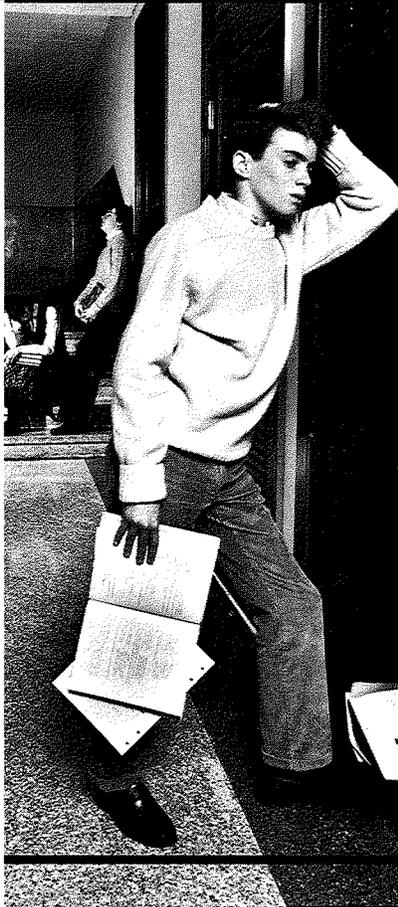
On Wednesday evening, October 5, at 7 p.m., the Minnesota Chapter of Social Workers in Industry (SWIND) Task Force will host an event open to all social workers interested in the topic of occupational social work.

Carvel Taylor (United Airlines Employee Assistance Program, Chicago) and Otto Jones (Human Affairs, Inc., Salt Lake City), both social workers nationally known for their work in the EAP setting, will share their views on the topic, *Social Work in Industry: Empathy Meets the Bottom Line*.

In addition to the presentation of these two speakers, social workers attending will hear remarks from Rita Kaplan, a member of the NASW National Task Force on Occupational Social Work, updating the activities and direction of that group.

Social workers attending the ALMACA conference will be invited to attend the SWIND event.

The cost of the event to non-ALMACA conferees will be \$5. If you desire additional information, contact Barbara Kiestler 371-6962 or Dave Levine 338-2960. □



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Swegan Retires

William E. Swegan, Employee Assistance Program Coordinator, Administrative Services Department at the Naval Air Rework Facility in Alameda, CA, has been presented the Navy Meritorious Civilian Service Award. In presenting the award, which comes with Swegan's retirement, the facility's commanding officer said:

"It is my pleasure to present you this award for your performance and dedication as the Employee Assistance Program Coordinator. Your responsibility in this position includes counseling employees who have problems and referring them to appropriate agencies for assistance/treatment.

"You possess a unique understanding of the various facets of your program and its relationship to a large activity where failure to solve people's social problems could adversely affect its productive efforts. Your knowledge, skill, and expertise in alcohol and drug abuse counseling is well recognized both within and without this command.

"Through your cooperative efforts in working with various local, federal, and national organizations, NAVAIREWORKFAC Alameda has successfully implemented an employee assistance program that is noted throughout the Department of the Navy for its aggressiveness and numerical successes in returning a significant number of troubled employees to leading productive lives. You have always willingly accepted duties and assignments that extended far beyond your normal duty hours and responsibilities.

"Your energetic and loyal dedication to the employee assistance program and NAVAIREWORKFAC Alameda, and your excellent contributions, are highly appreciated. I take a great deal of pleasure in presenting you the Navy Meritorious Civilian Service Award." □

Stress, Alcoholism, and Personality

In the view of most proponents of the disease concept, stress plays a small role in the etiology of alcoholism, i.e., to view alcohol use as a consequence of external stress or as a response to anxiety generated by such stress is regarded as a violation of the principle that the alcoholic should bear no blame for his or her condition. In this paper, the authors do not refute this contention, but suggest an alternative interpretation of alcoholics' behavior. Results are presented from a study designed to examine the relationship between drinking behavior, the experience of stress, and personality. Subjects were 65 adults in a treatment center for alcoholics and 69 nonalcoholics (control group) in Iowa. It was found that (1) alcoholics reported more frequent, more prolonged, and more severe stress than nonalcoholics; and (2) while all personality types were represented among alcoholics, undermining the likelihood of uncovering a specific "alcoholic personality," there were more subjective internalizers among males and more objective externalizers among females in the alcoholic sample than among the controls. It is concluded that chronic excessive alcohol consumption is associated with stress, and that both stress and alcoholism appear to be associated with particular personality characteristics. 13 Ref.

Williams, T.A.; Calhoun, G.; Ackoff, R.L.
University of Pennsylvania, Wharton School,
Busch Center, Philadelphia. Human Relations
35(6):491-510, 1982.