

THE ALMACAN

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An International Association of Professionals in Employee Assistance Programs



March 1984

GM/UAW Course Places EAP Accent on the Future

by Dr. Daniel Lanier
Associate Director, Employee Assistance Programs
General Motors Corporation

The first joint GM/UAW Employee Assistance Program Coordinators Training Course was conducted at the Xerox International Center for Training and Management Development, Leesburg, Virginia, January 29 through February 3, 1984. The theme of the week-long training was "Preparing Employee Assistance Programs to Meet the Challenge of the 80's and Beyond." The course was attended by approximately 390 GM/UAW Employee Assistance Program (EAP) team members from throughout the United States and Canada. Attendees included 70 General Motors physicians, approximately 125 Management EAP team members, and the remainder were union (mostly UAW) EAP team members. The Conference keynote speaker on the first day was Alfred S. Warren, Jr., Vice President, Industrial Relations staff, General Motors Corporation. During his address, Mr. Warren told participants of the importance of their program. He highlighted the fact that the EAP program was the first joint union-management program in the corporation.



Dr. Lanier

This has made possible other joint programs such as the Quality of Worklife Program, and Employee Participation Programs.

The opening professional presenter was Louis F. Presnall. Lou Presnall is known virtually as the father of industrial occupational/alcoholism programs. He has long pioneered in such programs, being the president of the forerunner of the organization which was to become ALMACA. He was followed in the program by Dr. Daniel Lanier, Jr., Associate Director of the General Motors Employee Assistance Program. Dr. Lanier provided participants with an overview and background history of the General Motors EAP Program and its predecessors within the General Motors organizational structure. Each day presented some highlight for the conference attendees. The second day highlight was a speech by Dr. T. Douglas Talbott, Director, Ridgeview Institute Alcohol and Drug Program. Dr. Talbott is also the president of Georgia's Impaired Physicians Program. Later that afternoon, Dr. Talbott conducted an advanced workshop specially designed for physicians and other health care professionals.

(See GM/UAW, p. 12)

Search for Nominees Underway

As reported in the November issue of *The ALMACAN*, ALMACA national elections are scheduled for next summer. Although ballots will be mailed about August 1st, the Nominating Committee will have to present its slate to the Board of Directors around June 10th. Committee Chairman Gary Atkins plans an active committee during the spring in order to assure that the membership will be able to choose among candidates who will provide good leadership for ALMACA during the next two years.

Chairman Atkins hopes that ALMACANS will notify him or another member of the Committee of members whom they would like to see nominated. Potential nominees have to be individual (voting) members of ALMACA and should have demonstrated a capacity for leadership through their involvement in chapter, regional or national ALMACA activities. Current chapter officers may want to de-

vote part of a chapter meeting to determine if there are potential national candidates that the chapter would like the Nominating Committee to consider.

The Nominating Committee will have to identify candidates for 10 different positions to be filled in the 1984 election. Five of these are elected by a vote of all individual members. They are President, Vice President—Operations, Vice President—Administration, Secretary and Treasurer. In addition, the voting members in each of the five regions vote for one regional representative.

The Nominating Committee consists of one member appointed by each of the five regional vice presidents. The committee members select one from amongst themselves to be chairperson. The members and their regions are:

Central Region—Jay Campbell, Northwest Bancorporation, Minneapolis, Minnesota.
(See Search, p. 5)

Central Region Conference April 11-13

The five Michigan chapters of ALMACA will host the fifth annual Central Region Conference at the Plymouth Hilton Inn, Plymouth, Michigan from April 11-13. The theme will be "EAPs: Managing Into the Future."

Dr. Dale Masi, DSW of the Department of Health and Human Services and 1982 recipient of the ALMACA Achievement Award, will kick off the activities with a presentation titled "EAPs: Major Focus on the Future." Three concurrent workshops will immediately follow on the issues of future shock, women, and computer technology, and how they relate to EAPs. A poolside reception will close Wednesday's activities.

The main speakers for the Thursday and Friday sessions will be: Dr. George Vaillant,
(Cont'd on p. 9)

Message from the President

By TOM O'CONNOR

As we progress into the second and concluding year of my term as ALMACA President, I would like to update you on some of our general goals for the coming year, and also, a few highlights from some of our present activities.

First of all the Regional Conference plans for 1984—they are meeting with great enthusiasm, and the programs are expanding significantly with great improvements in quality and diversity of content.

The Western Region has scheduled its second annual conference for the Los Angeles area on April 12 and 13 with Jack Rose, EAP Manager at Lockheed Aircraft, Burbank, California, as general chairman. They have a very active committee organized, and are expanding upon the excellent model and structure established last year by Gary Atkins, Chairman of their first Western Conference, and also an EAP Manager at Lockheed in their Missile and Space Company, up in the San Francisco area in Sunnyvale, California. Gary is also Chairman of ALMACA's Education Committee. The Western Regional Conference is acting as host this year for the semi-annual ALMACA National Board of Directors Meeting, which rotates its spring meeting location between the regional conferences.

The Central Region is planning its third Annual Conference in Detroit on April 11-13, with Dennis Derr of Michigan Bell Telephone Company as Chairman. These

dates, by coincidence, are the same dates as our Western Regional Conference, but they do not present any major conflict, except for our National Staff and national officers, and possibly a very few other members and exhibitors who might like to attend both events. Judith Evans, ALMACA Associate Director, has volunteered to coordinate these dates for future planning to avoid the overlap.

The Eastern Region is planning its sixth Annual Conference in Hartford, Connecticut, on June 3-5 with Charles Pilkington, Manager, Special Health Services, at United Technologies, and ALMACA International Region Vice President, as General Chairman. Charlie promises an even bigger and better Eastern Conference this year than Parsippany in '83 or Cape Cod in '82. It's a large undertaking and a great challenge, but if C. Pilkington says he will do it, I have all the confidence in the world. Charlie is doing an excellent job in organizing the International Region into a viable ALMACA operating unit, and sponsored a most successful meeting of the International Region last year in conjunction with Tom Desmond, Ed. D., Director, EAP at Johnson & Johnson Corporation, who acted as host.

The Industry Outreach Program is in the process of being de-centralized by Ed Marchesini, Manager, Employee Advisory Services at Metropolitan Life Insurance Company, New York City, and Chairman

Executive Director's Comment

By TOM DELANEY

Over the thirteen-year history of ALMACA, one of its real values has been the bringing together of people with varying educational and vocational backgrounds. Often social workers have described this as networking while the recovering alcoholics have regarded it as a combination of professional twelfth-stepping and a round-up. Other people had different names but this mixing within ALMACA was one of the major means of educating ourselves. For example, it provided a major means for working through the transition from occupational alcoholism programs to employee assistance programs.

There are still plenty of issues that ALMACANS have differing perspectives on and which need to be reviewed through the ALMACA network. Some of these are new items while others are old ones. A look at the Call for Papers for the 1984 Annual Meeting and the programs of the

ALMACA regional conferences illustrates that ALMACANS are discussing these issues. The interesting thing to me is that old and new issues are an important component of the "glue" that retains such a variety of persons within ALMACA.

The problems of drug abuse in the workplace are growing. EAP programs are increasingly responding to drug abuse but it raises a lot of questions for our members. The Program Committee for the 1984 Annual Meeting has identified several EAP practice issues on which it is asking members to make presentations; such as clinical resources, identification, and techniques for employee evaluation. The role of chemical testing and the various on-the-job search methods seem to be a major concern for some members. Embracing that issue is the question of whether such "security" techniques should be the concern of EAP administrators at all or whether these are

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O'CONNOR (cont'd)

of ALMACA's Special Projects Committee. As we had planned at the Project launching last year, Ed has contacted the Regional Vice Presidents and Regional Representatives about their new responsibilities and he has also written to all of our ALMACA Chapter Presidents about the transition. Ed is certain the project momentum will be maintained by the regions and that additional local chapters will become active and involved. The scope of this first phase of the Industry Outreach Program consists of the Chapter Symposium, the Speakers Bureau, and the ALMACA Exhibit. Ed is now ready to launch Phase II.

The second Phase of Industry Outreach, "I.O.-II", consists of (1.) a membership campaign for new organization members, based on an Incentive Package, which Ed is currently working on with Tom Delaney, ALMACA Executive Director, and (2.) a membership exchange program between the ALMACA Chapters and their local Chambers of Commerce/Board of Trade.

The first project of "I.O.-II", the "Organization Membership" Campaign will be co-managed by Jack Hennessy, National Vice President-Operations, and Michael O'Brien, Chairman, ALMACA Membership Committee. We have set a preliminary goal of 100 new members for 1984, which seems rather modest to me—less than two organizations per chapter. However, this will generate significant additional annual revenue to ALMACA (\$10,000), and will involve a bare minimum of additional expense for membership service.

The second project of "I.O.-II", the membership exchange program between the ALMACA Chapters and their local C.C/B.T. will enormously broaden ALMACA's membership base and its sphere of influence, with the potential for many new members; and again, should only involve a minimum of additional expense. If one half of our ALMACA Chapters decided to become members of the local Chamber of Commerce, in exchange for the Chamber becoming an ALMACA member, this would only cost us approximately \$2,800 per year—an insignificant expense considering the great benefits gained. This cost is based on an estimate of \$200 per year average Chamber membership dues, and ALMACA's Organization Dues of \$100 (plus)—and any (good) salesmen in the local Chapters might possibly be able to arrange an even exchange. In order to avoid any financial burden to the local chapters, we plan to submit a proposal to the Board of Directors to establish a fund for the local Chamber memberships to subsidize and encourage this project.

The ALMACA Long Range Planning Project which we launched for this year is progressing excellently, under the able direction of Dan Smith, Chairman, ALMACA Development Committee, and Program Coordinator, Corporate EAP, Aluminum Company of America in Pittsburgh. Dan has secured the professional services of ALCOA's Long Range Planning expert Mr. Ron B. Greene, and the preliminary structure is taking shape. The ALMACA Executive Committee, and the Executive Staff met with Dan and Ron in Pittsburgh on February 21 at ALCOA's Training Department. We went through the process which will be presented to the full Board

in April at Los Angeles. We developed a tentative mission statement, with some related objectives and issues. But, we recognized all of this must be subject to modification and change, even in its entirety. Otherwise, without the general consensus of the full Board of Directors, the Long Range Plan can never become viable and credible with our membership.

There are so many other activities "going on" with the Staff and with the Board, that it is most difficult to "draw the line" and conclude this column. However, this one last activity, the ALMACA Nominating Committee, and the upcoming national elections, must be included. This is, without doubt, one of the most important things we do in ALMACA, every two years,—and it will be coming up soon. The committee is composed of the following, and has been published previously; but, bears repetition due to its great importance.

Eastern Region—Brendan Sullivan, Mass. Port Authority, Boston
Central Region—Jay Campbell, Northwest Bancorporation, Minneapolis
Southern Region—Dorothy Windham, Group Plan Clinic, Houston
Western Region—Gary Atkins, Lockheed Missile & Space Corp. California
International Region—John Callahan, Aetna Insurance Company, Connecticut

The members elected Gary Atkins their Chairman, and they are all anxious to serve you. But they need your cooperation and input. You may contact them directly, or through your Regional Officers or Chapter President. Please become involved for a better ALMACA to come, for all of us. □

DELANEY (cont'd)

better considered the jurisdiction of security and personnel, and EAP should serve referrals generated by such efforts.

The medical care expense issue greatly concerns EAP administrators, to which I draw an analogy with Mark Twain's comment about weather; i.e. everyone talks about it but no one does anything about it. There is a related issue that a lot of EAP people talk to me about privately but for which there seems to be little enthusiasm for public discussion; i.e. how should hospital-based consultants handle the possible conflict between the need for patients and the need to treat people at the level of care appropriate for their needs.

How can EAP serve the emerging industrial mixture in North America? Many of the so-called "smokestack" industries were the leaders in developing the occupational alcoholism field and its successor, the EAP movement. How can EAP serve the newer industries? The struggle which organized labor seems to be having in adjusting to this change also impacts EAP.

If labor organizes these new industries, will they continue the support for EAP that it demonstrated in the old industries? If they are unorganized, will the EAP model change?

The research issue continues to trouble me. In January, I had a discussion meeting at Boston University with the new head of our Research Committee, Professor Bradley Googins. If we are to continue our progress toward covering most North American workers with EAP, we are going to have to keep current information on what works, why it works and how to distinguish between the different factors in the work force. The problem seems to be a "chicken and egg" one because we have very few experienced qualified researchers working on EAP and we cannot attract them without support (funding and access to programs) from the EAP field. Under the Reagan Administration, support of research seems to be the major role available to NIAAA, so ALMACA will be fighting to see that the support includes funding occupational research.

While addressing these and other new and evolving issues, ALMACA cannot

forget important issues that remain on the agenda, not the least of which is how to provide services to the alcoholic. The denial and stigma associated with the disease are still there. ALMACA members who have long and valuable experience in the alcoholism field owe it to the new members and themselves to continue to educate the new people about alcoholism and the alcoholic. This is particularly true for members who have come through professional schools. Believe it or not, there are schools out there still saying (in 1984) that alcoholism is not really a disease but a symptom of an underlying problem or other disease. The maintenance of the disease concept (and therefore the payment for treatment) is not being helped by the strong neo-prohibitionist rhetoric.

Lastly, I think that the limits of EAP are emerging. It is not an all-encompassing term for any human service activity in the workplace. There is a well defined model which should compliment other efforts. I will devote a column to that later, but we would be pleased to have a dialogue from the members on the role of E.A.P. Please send us your thoughts. □

Mid-America ALMACA Conducts Survey

By Gary E. Fair
Central Region Representative

In a recent survey of the Mid-America ALMACA Chapter, 40 percent of the respondents indicated that ALMACA should change its name to better reflect the emerging EAP field. Of the remaining people, 37.1 percent indicated that ALMACA should not change its name and 22.8 percent didn't have an opinion on the matter.

Mid-America has a current list of 85 people that are members of the chapter or receive all of the chapter's mailings. During the period of the survey, 35 of those 85 people returned the questionnaire, for a 41.2 percent return on the survey.

Of those responding, 80 percent held some sort of membership in ALMACA. Most (54.2 percent) indicated they were individual voting members, which is an increase over a similar survey in 1979.

Chapter meetings and the chapter newsletter continued to be the most positive communications for our members and those on the mailing list. Where the meetings are concerned, respondents seemed to prefer that training and "nuts and bolts" administrative issues be discussed. Specifics included idea exchange (how-to), speakers/resource people, and films.

In order to improve membership, the best approach was felt to be via one-on-one contacts in the community. Some hands-on strategies for marketing, implementing, and managing were mentioned. A board of directors for the chapter was recommended, too.

Three questions were asked to determine the level of communication going on between persons inside the chapter and on the mailing list. We asked if they were aware of the *Standards for Employee Alcoholism/Assistance Programs*, the job description guidelines being written for an EAP administrator, and the report completed by Jim Wrich and Bill Combs on certification or credentialing of EAP professionals. Most (74.3 percent) were aware of the *Standards*, 51.4 percent had read them and 45.7 percent agreed with them. Only 5.7 percent disagreed with the *Standards*.

When it came to the job descriptions being written and the work by Wrich and Combs, the picture changed. Many were aware that work was being done on the job descriptions (62.9 percent) but only 17.1 percent had seen a copy of the results. On certification efforts, 54.3 percent were not aware anything was being done and only 20 percent had read anything on them. Since much of this material has appeared in *The ALMACAN* and has been discussed at our local chapter meeting, there is a question as to why the word doesn't reach the members.

When the members were asked what ALMACA national could do to be more helpful to them, they gave the following

examples:

- (1) Publish information, statistics, research and other materials on the effectiveness and outcomes of EAPs.
- (2) Offer lecture and reading materials.
- (3) Increase visible presence of national officers at local meetings of the chapters.
- (4) Be less involved in government and more involved in benefits, cost-benefit analysis, and the private sector.
- (5) Mailings to chapters/members of information regarding trends in the field. Not everyone may attend the national meetings.
- (6) Broaden the voting member requirements.

Most of the people responding (54.3 percent) were employed full-time in the EAP/OAP fields. Another 31.4 percent were employed part-time.

The unions were involved in 71.4 percent of the programs that were set up, but in a small number of programs (2.9 percent) only one person was directly employed by a union to administer a program.

When it came to industry, 48.6 percent said they consulted with industry to set up EAPs. Fifteen of these people indicated that, in the past 12 months, they had implemented a total of 65 new programs. One of these respondents claimed to have

Industrial Outreach Program

CHAMBER OF COMMERCE PUBLICIZES ALMACA EVENTS

Two of ALMACA's younger chapters have scheduled seminars late in March, both organized in part according to Industrial Outreach Program guidelines recommended by President Thomas O'Connor and former Development Committee Chairman Edgar Marchesini. Both chapters have enlisted a business advocate in the Chamber of Commerce, and one is utilizing AFL-CIO resources.

The Western New England Chapter has aligned with Greater Springfield Health Care Coalition and Springfield College to sponsor "Creating Partnerships for People & Profits through EAPs." The March 30 symposium, second since the chapter's founding in 1981, is offering five workshops coverage a broad spectrum of EAP issues. It will be held on the Springfield College campus in Springfield, Massachusetts.

The Greater Springfield Chamber of Commerce has assisted the Western New England Chapter since last September through staff support and mailings to its 2600 members. The Central Labor Council of the AFL-CIO has also issued brochures to its membership. President Charles

set up nine programs in the past year.

To determine the involvement of the members in ALMACA activities, they were asked to indicate attendance at national and regional meetings. From this, we found that 37.1 percent had attended a national ALMACA meeting and 14.3 percent had attended a regional meeting (Central Region, in this case). Some indicated that they had attended both Central Region and national meetings.

Finally, we found that the film and book reviews that are carried in the newsletter have an impact on whether or not our members buy them. Our members indicated that, because of the reviews, 28.6 percent had purchased films, 5.7 percent had rented films, and 57.1 percent had purchased books.

The results of our survey would indicate that the field wants as much education as it can get and that people within our field look to national and local chapters to provide that education. Still, when national does something, like the *Standards*, a lot of people don't seem to get the word. The question is how do we effectively get the word out?

The Mid-America ALMACA Chapter may be like ALMACA itself. Mid-America has people on its mailing list from several states and Canada, and four people overseas. Because ALMACA is spread so thin, it just may take a long time for the word to filter down to the people who need it. Those of us that represent ALMACA should make every effort to get the word out, but it is also important that members stay in close contact with this organization, in order to get the word! □

Thompson of the Pioneer Valley Labor Council plans a contributory address to the symposium's morning session, titled "EAPs From the Union Perspective."

ALMACA's Virginia Chapter has reached at least 4000 potential participants for its three one-day EAP sessions with help from the Virginia Chamber of Commerce. The scheduled dates and locations for "Business and Industry Seminars on Employee Assistance Programs" are March 29 at Williamsburg, April 24 at Charlottesville, and May 22 at Roanoke. The geographic decentralization, a suggestion of the Chamber, has increased the seminars' potential audience. To maximize publicity, the Chamber has forwarded brochures to its local chapters for distribution, as well as to its direct mailing list.

To spawn the interest of participants in ALMACA itself, the Virginia chapter plans a distribution of directories listing state members.

As the Industry Outreach Program continues to improve ALMACA's interaction with industry, business, unions and other organizations, we encourage all chapters

Iowa State Accepting Proposals

The Iowa State University Employee Assistance Program plans a workshop with the theme "EAPs in Higher Education—After Implementation" immediately preceding the ALMACA national conference in Denver on October 2. Proposals for presentations are presently being accepted. They should be one typed page in length and focus on organizational issues directly affecting an operational EAP. Proposals from EAP practitioners are most desired, and presentations should be data-based or well-grounded in EAP applicable theory.

Submission deadline is April 1. Send proposals to: Dr. Judy Winkelpfeck, Employee Assistance Program, Iowa State University, IA 50011; phone (515) 294-5069.

Search (cont'd from page 1)

Eastern Region—Brendan Sullivan, Massport, Logan Airport, Boston, Massachusetts.

International Region—John A. Callaghan, Aetna Life and Casualty Company, Hartford, Connecticut.

Southern Region—Dorothy E. Windham, Group Plan Clinic, Houston, Texas.

Western Region—Gary Atkins, Lockheed Missile and Space Company Sunnyvale, California.

The Committee has a challenging job. In order to help them develop the best possible slate, the names of potential candidates should be submitted well in advance of the June 1st deadline. Since the Committee hopes to conduct most of its deliberations during May, local chapters and individual members should communicate the names of potential candidates to the Committee during March and April.

to maintain open communication with the ALMACA national office. Succeeding issues of *THE ALMACAN* will spotlight outreach efforts. The progressive innovations of one chapter can potentially benefit the entire association.

For further information on the Western New England and Virginia symposiums, contact:

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Twin Tier Chapter Installed

ALMACA welcomes a new chapter to the Eastern Region, which includes sections of New York and Pennsylvania. The Twin Tier Chapter, whose principal cities include Binghamton, New York and Scranton, Pennsylvania, recently elected its charter officers. They include:

President, William O'Donnell, The Singer Company, Link Flight Simulation Division, Binghamton, NY;

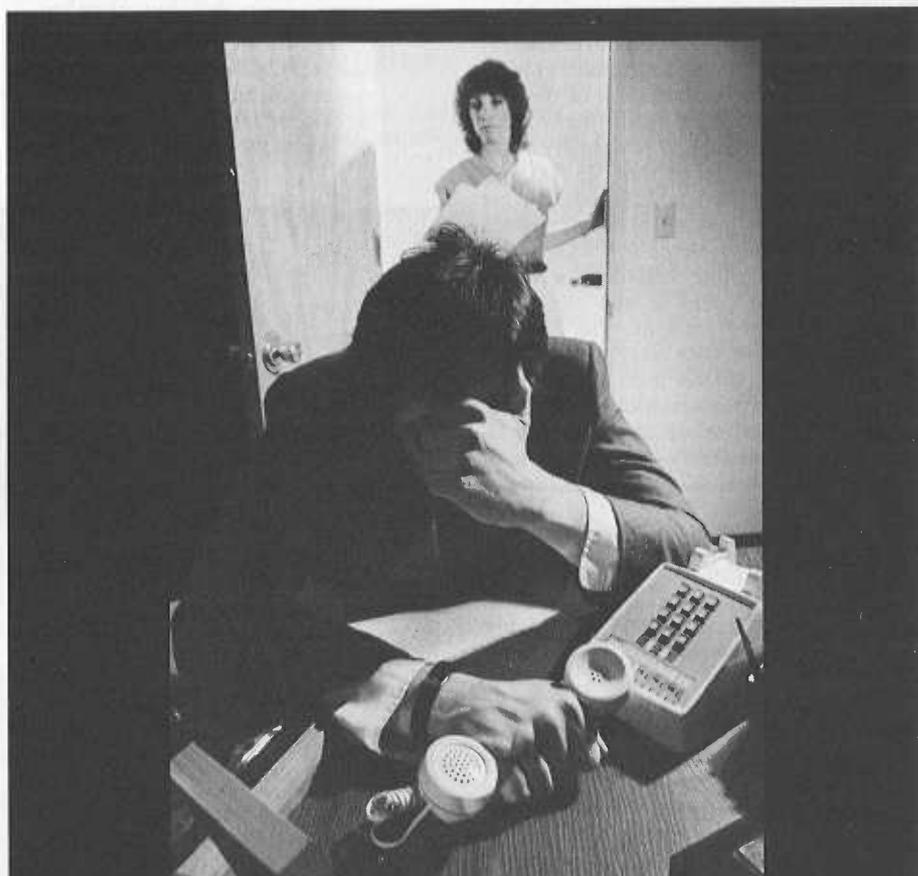
Vice President, Gene Raymondi, Employee Network, Binghamton, NY; and

Secretary/Treasurer, Thomas Crossett, Alcoholism Center of Broome County,

Binghamton, NY.

Since its installation last November, the Twin Tier membership of about 20 has been striving to augment its numbers through meetings with local businesses, and panel discussions and EAP film presentations at chapter meetings. Participating in the recent "Alcohol Awareness Week" in Broome County, ALMACA member Miles M. Burke made a verbal presentation on the qualities of an EAP.

On behalf of the entire association, welcome aboard!



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The Pentagon Employee Referral Service

By Robert L. Stein II, MA HRM
Department of Defense
Director, Education and EAP

In July of 1981, the Department of Defense commenced operation of a new, comprehensive employee assistance program (EAP). The unique Pentagon program provides EAP services to Department of Defense civilian employees and is co-located with the civilian health clinic.

The Pentagon, headquarters of the Department of Defense, is one of the world's largest office buildings. It is virtually a city in itself, housing more than 23,000 employees, both military and civilian. As one of the world's largest office buildings, the Pentagon has three times the floor space of the Empire State Building, and the Capitol building could fit into one of its five wedge-shaped sections. The building occupies 29 acres with another 67 acres, enough to park 10,000 cars, devoted to parking space. People working within this monstrous structure are charged with an awesome responsibility—preservation of peace and freedom.

Extent of the Problem

The Pentagon Employee Referral Service (PERS) was developed by the Office of the Assistant Secretary of Defense (Health Affairs) to assist employees experiencing personal problems that adversely impact on job performance.

Early in 1980, it was determined that the complex organizational structure of the Pentagon, highly sensitive positions, and general shortage of resources were indicators that both suggested the need for an EAP but were also factors hindering the effort to provide EAP services. In June, 1980, a meeting chaired by the Deputy Assistant Secretary of Defense for Drug and Alcohol Abuse Prevention, with representatives from each of the military services, defense agencies, and union personnel, underscored the need for an employee assistance program in the Pentagon. The initial presenting problem was to determine the best type of program to initiate (contract out or in-house). A number of facts bearing on this decision included:

- (1) 42 U.S.C. 4541 (Public Law 91-616, as amended) and 21 U.S.C. 1101 (Public Law 92-255, as amended) providing that federal agencies shall be responsible for developing and maintaining appropriate prevention, treatment, and rehabilitation programs and services for federal civilian employees with alcohol or drug problems.

- (2) The third National Institute on Alcohol Abuse and Alcoholism special report to the U.S. Congress estimates that 7 percent of the adult population are problem drinkers. Approximately 80 percent of fire deaths, 65 percent of drownings, 70 percent of fatal falls, and up to 40 percent of fatal industrial accidents are linked to the use of alcohol.



Mr. Stein

- (3) Office of Management and Budget (OMB) Circular A-76 dated March 29, 1979, indicated that services should be obtained by contract, unless no satisfactory commercial source is available or the government could provide the service at a lower total cost than a private purveyor.
- (4) Approximately 14,500 DOD civilian employees representing eight military services and agencies work in the Pentagon.
- (5) The total number of Pentagon civilian employees referred for alcohol evaluation services during FY-79 (year preceding PERS) was 39 out of a population of 14,500.

Clearly, information concerning the extent of alcohol and drug abuse available in 1979 was explicit enough to demonstrate

the need for an employee assistance program. However, even with the overwhelming statistics provided by the National Council on Alcoholism, National Institute on Drug Abuse, National Institute on Alcohol Abuse and Alcoholism, and others, decision makers were not totally convinced that establishing a Pentagon employee referral service (PERS) was necessary. Although most high level supervisors will acknowledge the incomprehensible statistics associated with drug and alcohol abuse, they do not associate the problem with their work force. Denial is a major symptom of alcoholism and a huge barrier to its treatment. Denial also applies to the institution. Individual denial prevents a person from receiving help, institutional denial prevents employee assistance programs from getting established.

Consider these widely accepted facts:

- Measurable direct alcohol abuse costs the U.S. economy \$53 billion a year (Alcohol and Drug Problems Association).
- Measurable direct drug abuse costs the U.S. economy \$13 billion a year (Alcohol and Drug Problems Association).
- Approximately 50 percent of all highway fatalities are alcohol-related (National Highway Traffic Safety Administration).
- One in every ten drinkers is an alcoholic or problem drinker (National Council on Alcoholism).
- In 1975, the National Safety Council estimated there were 12,600 industrial deaths and 2,200,000 injuries relating to alcohol.

Program Implementation

The leadership within the Office of the Assistant Secretary of Defense (Health Affairs) readily accepted the need to extend assistance to troubled employees and it became a matter of determining which program model would be most appropriate (in-house or contractor). Other decisions made at this time included program focus, location of the PERS, cost, and program policy. It was refreshing to receive such support from leaders, which made it possible to proceed.

The advantages of contracting for EAP services versus implementing a program from internal resources were:

- Consistency with Office of Personnel Management (OPM) guidelines.

- More expeditious implementation.
- Better cost effectiveness.
- Greater flexibility in terms of expanding, depending on workload.
- More control over quality of personnel.
- Heightened perception of confidentiality.
- Greater ease in supervising the program.

Disadvantages of a contract program included:

- Lack of familiarity with DOD and OPM directives.
- Requirement for re-commitment of funds.
- Preparation of request for proposal.

The keys to a successful EAP using a contractor are the request for proposal and bid selection process. If instructions to potential bidders are clear and comprehensive, bids will probably reflect the kind of services needed. In our case, we put a great value on the personnel proposed by bidders. We considered their previous experiences, education, and credentials very carefully. Within our statement of work, we chose to list many of our program concepts to assist bidders in their understanding of the kind of program we wanted. These concepts include:

- Our goal of assisting employees in achieving optimal goal performance

through resolution of personal problems.

- The Department of Defense recognizing alcoholism, drug abuse, and emotional problems as treatable health problems.
- The Department not condoning employee drug activity that is contrary to the law.
- The confidential nature of client records being properly safeguarded and information contained therein being subject to the provisions of the federal confidentiality and privacy statutes and regulations.
- Sick leave and/or annual leave being granted to employees for the purpose of treatment or rehabilitation as in any other illness or health problem in accordance with appropriate OPM directives.
- Use of the Pentagon Employee Referral Service (PERS) having no adverse effect upon job security.

Program Characteristics

The PERS is physically located in the Pentagon's civilian health clinic. Because of the large number of people coming in and out of the clinic for a variety of medically related reasons there is no problem with clients being "identified" by entering the facility. Because we are co-located with the health clinic, we have

received an unusually high percentage of medical referrals. This is most likely due to the rapport with the physicians and nurses, which has been a most welcome surprise.

The PERS staff consists of a director, two full-time counselors, an administrative assistant and one part-time psychologist. The director is a retired Navy captain with extensive experience in alcohol treatment in the Washington, D.C., area and management positions within the Pentagon. Both counselors have alcohol certification, masters degrees, and a wide range of experience in various aspects of counseling. The administrative assistant is skilled in all forms of art work (handy for charts and posters) and provides backup with his training as an alcohol educator and counselor. The PERS psychologist possesses a myriad of skills involving clinical psychology and is a special asset providing in-service training and consultation.

The present contract lists seven specific tasks required of the contractor, Behavioral Factors Inc. The first is to provide an employee referral service to approximately 14,400 Department of Defense employees. Within this task, we specifically discuss staffing, records system, case files, clientele, aftercare, guidelines, case management procedures, and various staff

(Cont'd, p. 8)

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PERS (cont'd)

relationships.

Task number two involves training sessions and specifies the type and amount of training to be provided. Task number three concerns education assistance; task four, marketing; task five, reporting system; task six, program evaluation; and task seven, the Extended Counseling Program.

Extended Counseling Program

The Extended Counseling Program (ECP) is conducted by the PERS staff and other special resources as appropriate. The ECP was developed because of the lack of alcoholism insurance coverage in federal health plans. We were identifying alcoholics, but did not have the ability to refer them to treatment facilities. Rather than provide a couple of counseling sessions and hope for the best, we created an eight-week program requiring attendance three nights per week from 5 to 7 p.m. We believe that commitment on the part of the client is important and supervisors are very supportive of the after-hours program. Participants are also required to attend four AA meetings per week and abstain from alcohol or other mood-altering chemicals.

The course content is part group therapy and part education/awareness, with a dash of parental love.

According to the U.S. Department of Health and Human Services, typical substance abusers, compared with persons who are not substance abusers:

- Are late to work 3 times as often.
- Request time off 2.2 times more often.
- Use 3 times more sick leave.
- Are 5 times more likely to file for worker's compensation.
- Are involved in 3.6 times more industrial accidents.
- Are more careless handling and maintaining equipment.
- Disregard co-worker safety.
- Take needless risks.
- Experience mood swings and judgment errors.
- Have inconsistent quality and productivity records.

With those characteristics, it is not surprising that the Department of Defense takes a dim view of individuals who abuse chemicals and supervisors who do not refer employees that exhibit poor job performance.

Conclusions

Statistical results compiled by our automated record system provide current data that highlight a number of positive indicators. This allows us to make certain

assumptions about our program's strengths and weaknesses. For example, we know that we are reaching both male and female clients (47 percent and 53 percent respectively). We also know that 96 percent of our clients are high school graduates, 44 percent of referrals are for alcohol and drug abuse, 14 percent are high-level persons with important tasks to perform, 44 percent are management referrals, 44 percent have more than 10 years of federal service.

These figures provide us with good indicators on marketing strategy and educational target groups. We know our program is working, and that it helps managers as well as employees. □

Robert L. Stein has been actively involved in the alcohol and drug abuse prevention field for the Department of Defense since 1972. He earned a Bachelor of Science degree in Sociology from Wichita State University in 1972 and a Master of Human Resource Management degree from Pepperdine University in 1979. He is a Vietnam veteran. Correspondence to Mr. Stein should be sent to: Department of Defense (Health Affairs), Pentagon Room 30171, Washington, D.C. 20301. His phone number is (202) 695-6800.

New Chapter Officers

Three Eastern Region chapters of ALMACA have announced new officer selections. Congratulations are in order for the following members:

North Eastern Chapter

President, John C. Quinn, New York State Division of Alcoholism, Albany, NY;

Vice President, John McGinn, Legislative Bill Drafting—New York State, Albany, NY;

Secretary, Joseph Foley, Dutchess County EAP Consultant, Poughkeepsie, NY; and

Treasurer, Marguerite Casey, Blue Cross, Albany, NY.

Pittsburgh Chapter

President, Kenneth M. Burgess, Gulf Oil Corporation;

Vice President, Janice Nedin, private practice;

Secretary, James Vernarsky, St. John's A.D.R. Center; and

Treasurer, Mary Mally, private practice.

New Jersey Chapter

President, J. Joseph Hofmann, Jersey Central Power and Light, Morristown;

Vice President, Raymond V. Kenny, Union Camp Corporation, Wayne;

Treasurer, William A. Reilly, New Jersey Bell, Newark;

Corresponding Secretary, Marianne Kunze, New Jersey Bell, Newark; and

Recording Secretary—Executive Board, Bernard Beidel, New Jersey State Police, Somerville.

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(cont'd from page 1)

Central Region Conference Takes Shape

Dartmouth College School of Medicine, Hanover, New Hampshire, whose presentation is titled "Future Trends Shaping Treatment"; and Kenneth Vernon, Project Manager-Professional Services, The Forum Corporation in Boston, Massachusetts, who will speak on "Organized Skills and Tools for the Future." Thursday's schedule will include two morning sessions on flexible employee benefits and new health care structures. Following Dr. Vaillant's presentation after lunch, three concurrent workshops will include studies on neurolinguistic programming, dual working families, and holistic medicine.

Friday's closing morning session will begin with Mr. Vernon's address, which precedes a final series of concurrent workshops on organization self-assessment, specialized training, and networking.

This year's event follows 1983's successful conference in Akron, Ohio, and over 40 exhibitors will be present. Registration for the three days is \$80, which includes a dessert reception, Thursday luncheon, and Friday breakfast. Hotel accommodations are available at \$47 per night for single or double rooms.

Conference Chairman Dennis Derr says limited exhibit space is still available at \$250 per booth, and coffee breaks may be sponsored for \$300.

After ten months of preparation, the hosting chapters assure ALMACANs that the 1984 Central Region Conference will be one of the premiere events of the 1984 EAP season. Chairman Derr can provide further information at (313) 223-8078. □

Irish Chapter Plans May Workshop

The newly-emerging Irish Chapter of ALMACA is sponsoring "International Workshop on Employee Assistance Programme" at Jury's Hotel, Dublin, Ireland on May 31, 1984. This workshop will give participants an opportunity to exchange ideas on the development of EAPs.

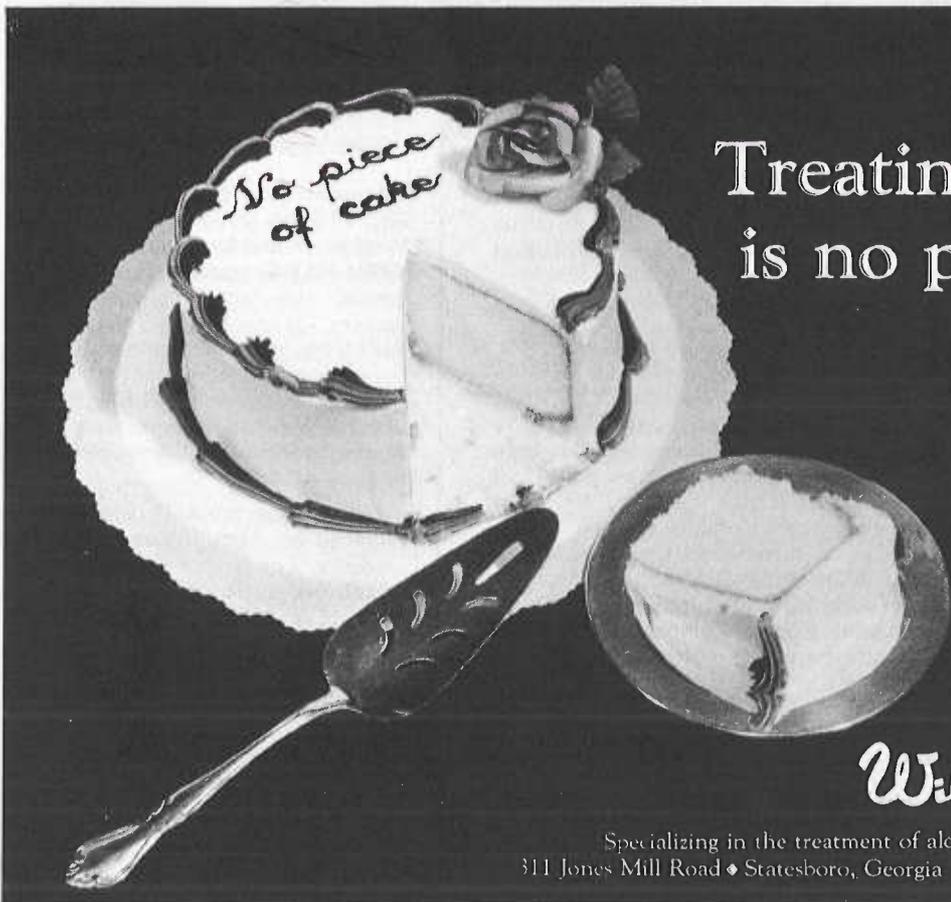
Mr. Con Power, Director of Economic Policy, will make the opening address, followed by papers from Maurice Quinlan, Seamus O'Drisceoil, Thomas O'Conneide and Barney Rickenbacker. ALMACA Executive Director, Thomas Delaney, will later address a dinner at Jury's Hotel held in conjunction with the workshop.

Registration details can be obtained from Criona Doheny, Maurice Quinlan and Associates, EAP Consultants, 36 Tirconnel Ave., Lismore Lawn, Waterford City, Ireland.

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National Commission on Credentialing of Alcoholism and Drug Abuse Counselors

ALMACA participation in the National Commission on Credentialing of Alcoholism and Drug Abuse Counselors continues a long-standing commitment to determine the extent that the EAP field needs credentialing. In 1981, then ALMACA President Edward Small appointed an *ad hoc* Committee on Credentialing (the full text of the report of that committee was printed in the November, 1982, issue of *THE ALMACAN*). While noting the importance of unique E.A.P. credentials, the report indicated the need for "state processes, laws and regulations . . . to be taken into consideration." By participation in the National Commission, ALMACA will be able to obtain information about these state processes.

At the time of the ALMACA Committee Report in 1982, President Edward Small pointed out that credentialing for alcoholism counselors is available in most states and urged ALMACA members who desire to be certified as alcoholism counselors to pursue that opportunity. ALMACA representation on the National Commission on Credentialing of Alcoholism and Drug Abuse Counselors will be a way to advocate better responsiveness to E.A.P. needs in the state credentialing process.

The 1981 report stated that, "the only organization that was specifically recommended as the credentialing authority was ALMACA." It went on to say that, "In discussing the issue privately with attendees, there seemed to be a strong assumption that ALMACA was the most logical choice," to credential occupational alcoholism staff personnel. However, the authors of that report were only able to identify 35 ALMACA members who supported credentialing. In the intervening 1½ years since that report, there continue to be strong reservations about credentialing reported to the national office by work site-based labor and management E.A.P. administrators. The national office has noticed some increased interest for certification from newer consultants who are administering programs on contract.

The Education and Training Committee is aware of the diverse opinions among ALMACANS about credentialing. It is following the development of different credentialing agendas in the field. ALMACA's joining of the National Commission on Credentialing of Alcoholism and Drug Abuse Counselors and John Brumbaugh's knowledge of this field will provide added input to the considerations of the Education and Training Committee in this area.

The credentialing of alcoholism and drug abuse counselors has been largely a grassroots effort that began when state-level groups took the initiative to develop credentialing systems. Through the efforts of leaders within states, the National Commission on Credentialing of Alcoholism Counselors was formed in the mid-1970's to develop a national perspective on credentialing, increase reciprocity between states, develop national standards for credentialing and foster greater acceptance and recognition of certification efforts. In 1982, the Commission broadened the scope of its efforts to include drug abuse counselors and now is the National Commission on Credentialing of Alcoholism and Drug Abuse Counselors.

Over the last few months, a coalition of groups in the alcoholism and drug abuse field came together to review the work of Birch and Davis Associates, who had been studying credentialing for the National Institute on Alcohol Abuse and Alcoholism (NIAAA). The coalition was formed to address issues of a national approach to alcoholism and drug abuse counseling. The outcome of the coalition's effort is a plan to work with state-level credentialing groups in developing a national counselor credentialing system. The coalition picked the National Commission on Credentialing of Alcoholism and Drug Abuse Counselors, Inc. to serve as the leadership body in this national voluntary credentialing effort. Thus, the effort to develop a national system recognizes the primary role of the states in the credentialing of alcoholism and drug counselors.

ALMACA has been accepted as a member of the National Commission on Credentialing of Alcoholism and Drug Abuse Counselors. Fortunately, one of the active members of the coalition which has been reviewing the Birch and Davis report is a longtime ALMACA member, Mr. John Brumbaugh of Columbus, Indiana. John is a longtime member of the Indiana ALMACA Chapter and served as chapter vice president. He has served as manager of Cummins Engine Company E.A.P. and recently formed his own private E.A.P. provider company, Brumbaugh, Scott and Associates, Inc. John has agreed to represent ALMACA on the National Commission on Credentialing of Alcoholism and Drug Abuse Counselors. He will relate to the formal structure of ALMACA through the Education and Training Committee, chaired by Gary Atkins of Lockheed Missile and Space Company of Sunnyvale, California. □

Atlanta Hilton Site of Ninth EAP Institute

The front-runners of the EAP field will converge at the Atlanta, Georgia Hilton Hotel for the Ninth South-eastern EAP Institute during the week of April 29 to May 4. The Georgia ALMACA chapter, co-sponsoring the event with the Georgia Institute of Technology, invites the participation of professionals and students of the employee assistance field.

A leading forum for the dissemination of educational and research information, the Institute's 1984 theme will be "Health Cost Containment: The EAP Strategy." A field of renowned speakers includes:

- Drs. John Erfurt and Andrea Foote, Associate Research Scientists, Institute of Labor/Industrial Relations, University of Michigan;
- Dr. Daniel Lanier, Associate Director, EAP Program, General Motors Corp.;
- Dr. Donald Millar, Director, National Institute for Occupational Safety and Health;
- Dr. Walter Reichman, Professor of Industrial Psychology, Baruch College;
- Dr. Paul Roman, Favrot Professor of Humanities, Tulane University; and
- Dr. Harrison Trice, Professor, School of Industrial and Labor Relations, Cornell University.

Presentations by Dr. Donald Millar, "Health Promotion and the Worksite," and Dr. Harrison Trice, "1984 EAP Crossroads," will inaugurate the activities. Morning plenary sessions and afternoon workshops are offered, and research papers may be submitted. Also, a one-hour exchange session will enable students to discuss their research projects with the pacesetters of the EAP field.

Tuition Fees are \$175 (less \$25 if received by April 10) and \$35 for students. For further details, write or call the president of the Georgia ALMACA chapter: Dr. Howard Grimes, Director of Employee Assistance Program, University Plaza, Atlanta, GA 30303; (404) 658-2563.

The Atlanta Hilton (404-659-2000) is offering reduced rate hotel accommodations in conjunction with the Institute. A 30% air fare discount is also available on Delta Airlines. Call 1-800-282-8536 in Georgia, or 1-800-241-6760 elsewhere.



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The highlight of the course on Wednesday was an address by Mr. Donald F. Ephlin, Vice President, International UAW, General Motors Department. In addition to giving the keynote address on Wednesday morning, Mr. Ephlin spent 1½ hours with UAW members reviewing the program and making future plans as to the direction in which the EAP program should be headed. Following Mr. Ephlin, the group was addressed by Dr. David Ohlms, Medical Director, St. Anthony Medical Center, Hyland Center, St. Louis, Missouri. Dr. Ohlms also conducted an afternoon workshop for physicians and other health care professionals.

The highlight on Thursday morning was a presentation by Dr. Max Schneider, Director, Recovery Services, St. Joseph's Hospital, Orange, California. Dr. Schneider was followed by a dual presentation by Mr. James Pryce, Assistant Director, Arbitrations and Contract Administrations, General Motors Corporation, and Mr. Donald Davis, Administrative Review and Arbitration, International UAW, General Motors Department. Their presentation dealt with the newly instituted GM/UAW Irregular Attendance Program and its impact upon the Employee Assistance Program. Like other program highlights, this was very well-received and their afternoon workshop was also highly attended.

Friday, the final day of the conference, contained several highlights, the first being an opening morning presentation by Dr. Harrison M. Trice, Professor, Cornell University, New York State School of Industrial and Labor Relations. Whereas Louis Presnall's Monday presentation had reviewed the background history and heritage of employee assistance programs, Dr. Trice's Friday morning presentation looked at the future of employee assistance programs, the types of activities they should be engaged in, and the types of things they should be doing to insure their survival



(l-r) Dr. Lanier, Maureen Sullivan, Training Course Coordinator, and Rowland L. Austin, Director, EAP, GM Corp.

and their continuous contribution to the total industry organization. The final highlight of the program was by Mr. Thomas J. Pasco.

For the past ten years, Mr. Pasco has been the Director of the UAW Members Assistance Program. He has seen the growth and development of the joint GM/UAW program and other EAP programs in the midwest and throughout the country. Tom Pasco recently left that post and is currently the Executive Director of the UAW/Ford, National Development and Training Center.

In addition to the formal morning and afternoon presentations, there were daily luncheon speakers. Gail Healy, Liaison for Alcohol Issues, Drug Abuse Policy Office, The White House made Monday's address. Tuesday's luncheon speaker was Dr. Richard W. Prior, Corporate Medical Director of General Motors. Wednesday's luncheon speaker was Geneva Johnson, President and Chief Executive Officer, Family Service of America. The final luncheon speaker on Thursday was Dr. Katherine Briar, Associate Professor, University of Washington, School of Social

Work.

Another significant event of this course was a computer workshop which was made available to all of the participants. The completion of the computer course gives all GM/UAW EAP team members the capability and the ability to input statistical data into a computer system and have it correlated at the General Motors Corporate office. Only statistical data will be input into the computer system. No employees' names or employee confidential information will be input into the EAP system. In addition to the computer workshop, there were eight other separate workshops and a film festival each afternoon. The afternoon workshops were conducted by prominent leaders in the EAP field.

The program was not only well-attended, it was well-received. The program course directors have received many laudatory comments regarding the course content, knowledge of speakers, presentation style, and organization of the employees materials. The overall rating of the course by most participants: "excellent." □



(l-r) Tom Sprague, UAW Local 1866, AC Spark Plug Div., Jim Baemmert, UAW-EAP Coordinator, AC Spark Plug, Rowland L. Austin, Director, EAP, GM Corp., and Phil Saunders, Personnel Director, AC Spark Plug.



Dr. N. Richardson (l), Medical Director, Pontiac Motor Div., and Dr. R.W. Prior, Corporate Medical Director, GM Corp.

Dr. Lanier has held the position of Associate Director, EAP, General Motors Corporation since 1978. He provides professional assistance to and acts as liaison between Corporate staff and EAP personnel at GM plants and divisional offices. He received a Bachelor of Science degree from A&T State University of North Carolina, Master of Social Work degree from the University of North Carolina at Chapel Hill, and earned his Doctorate from Case Western Reserve University in Cleveland, Ohio. Correspondence should be directed to: 3044 W. Grant Blvd., Rm 7-167, Detroit, ME 48202.

Goldome Starts Employee Assistance for New York Staff

Goldome, the largest savings bank in New York State, has signed a full-service contract with Employee Counseling Programs (ECP) to provide free and confidential counseling for its employees.

The comprehensive new program, known as Goldome's Counseling Assistance and Referral for Employees, is available for all full- and part-time employees with at least 90 days of service. "Over 1100 employees and their families are eligible. This is a service that helps us by protecting our most valuable assets—our employees," says CARE Director John Regan.

ECP currently provides employee assistance services to a number of major national corporations including Bloomingdale's, Warner Communications, New York Daily News, and Xerox (New York). An important part of the ECP/Goldome arrangement is service to employees throughout the metropolitan area. According to John Regan, "Our employees live and work in Nassau, Suffolk, Westchester, Orange or Rockland counties. Through the 'ECP network' we can guarantee that our people can be seen in their own communities—ECP was even able to offer service nationwide. We needed that geographical flexibility."

Employee Counseling Programs is a division of the Jewish Board of Family and Children's Services, the largest non-profit, non-sectarian mental health and social service agency in the United States. The ECP main office is located at 120 West 57th Street, New York, NY 10019. □

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Richard W. Esterly, Executive Director

Developing and Utilizing Employee Assistance Program Advisory Committees: The University of Maine Experience

By Kenneth K. Ahn

Associate Professor of Political Science and
Chairman of EAP Advisory Council
University of Maine

The Employee Assistance Program (EAP) at the University of Maine at Orono (UMO) became operational in 1980, providing diagnostic and referral services to all non-student university personnel and their families. The program has been successful in that during the three years of its operation it has served more than 300 clients, representing approximately 13 percent of the university's 2,231 employees. To a large extent the success of the program has been attributed to the existence of a small, but broadly representative advisory council, which has helped to insure that the EAP is seen as a "collegial" program designed for the well-being of all employees.

Background

The concept of an employee assistance program at UMO was introduced in 1978 by one of the university's four vice pres-

idents. Although the concept aroused much interest among the university's top administrators, its utility was uncertain, given UMO's location in a small college town and the more or less unique features of the university and the state. Consequently, a decision was reached to set up an *ad hoc* task force in early 1979 to explore the feasibility of establishing an employee assistance program.

The task force carefully reviewed EAP brochures and other materials acquired from the University of Missouri-Columbia. Following a considerable amount of time spent deliberating the relative merits of establishing an EAP at UMO, the task force decided to conduct a needs assessment. The task force members believed that a properly constructed needs survey would provide not only valid information about the employee assistance needs of the university, but more importantly, it

would help to educate faculty and staff on the purpose and functions of an EAP.

The survey was conducted in the spring of 1979. Responses were received from 415 faculty, professional staff, and classified employees. They identified a wide range of problems for which they needed assistance, suggesting that an EAP should be a "broad brush" program rather than a single-focus, alcohol-oriented program. In addition, the data provided a clear justification for the establishment of an EAP, since 43 percent of the respondents indicated they would use the program if one were available, while the remaining 57 percent were either uncertain or failed to respond. The most important "condition" under which the service would be used by many of these respondents was the assurance of absolute privacy and confidentiality. The data convinced the task force that if the program were to be successful, it should be designed to ensure absolute confidentiality by placing the EAP under the guidance of a broadly representative advisory council and by making the council directly accountable to the president, thereby removing the program from the personnel functions and jurisdictions of the university.

Formation of EAP Advisory Council

The president gave his approval of the proposal to establish an EAP in January, 1980, and asked selected task force members to serve on the EAP advisory council to assure continuity between the planning and implementation phases of the program. Seven task force members were selected, including two faculty members, two members of the professional staff, and two classified employees; the director of classified personnel and the executive director of employee relations were appointed ex-officio members. Although the term for most university committee memberships is two years, three of the original six regular council members were appointed for three years, so that their terms would be staggered and thus enable the council to function as a continuous body. When their terms expired, the president was to appoint new members, based on recommendations made by their respective representative councils; i.e., faculty members by the Council of Colleges, professional members by the Professional Employees Advisory Council, and classified members by the University Supervisors Advisory



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Council. This selection process made it clear that the council was to include legitimate and fair representation for all employees.

Major Functions of the Council

The council recognized from the outset the necessity of a clear, written policy statement both on the functions of the council and on such other important issues as alcoholism, confidentiality, and referral procedures. The "University of Maine at Orono Policy Statement Regarding its Employee Assistance Programs," as adopted by the council, specifies the organization position of its EAP and the council's functions in the following terms:

- The EAP advisory council reports directly to the president. . . . The director of the program is responsible to the advisory council, which through its chairperson is responsible to the president.
- The advisory council recommends the appointment of a director to the president. It is responsible for a philosophy and direction of the program. The council assists the director in seeking solutions to unanticipated problems.
- Its members are responsible, with financial assistance from the program's budget, for maintaining current knowledge of EAP functions and

operations by attending appropriate meetings, etc.

The council has become one of the busiest committees on the UMO campus. It holds biweekly meetings during the academic year, monthly meetings during the summer, and it actively participates in most of the program activities, with the exception of individual cases and referrals. Some of the major activities in which the council has invested a great deal of time and effort during the past three years have been the development of a policy statement, preparation of brochures, training of classified supervisors, production of an EAP faculty orientation videotape, and the selection of the new EAP director.

In addition to those more formal activities of the council, the individual members have been responsible for maintaining current knowledge of EAP functions and operations by attending appropriate meetings and conferences. Most members have been eager to learn more about the EAP and its related issues and problem areas. They have attended many of the training sessions and workshops offered or sponsored by the EAP and other campus organizations. Some have become active members of community agencies such as the Eastern Regional Council on Alcohol and Drug Abuse. And when the EAP budget could afford to fund them, council members attended national meetings. For example,

three of the six regular members attended the "EAPs in Higher Education Workshop" held in conjunction with the ALMACA conference in Philadelphia.

Concluding Remarks

As compared to many advisory committees or councils on the UMO campus, the EAP advisory council has the appearance of a board of directors rather than an advisory council, in consideration of the large amount of control and direct decision-making it has over the program. In this regard, the council has served as an effective mechanism to "insulate" the program from "administrative interference." In fact, interaction between the program and the president or the executive vice president (since the fall of 1982 when this position was newly created, and the EAP was placed under the jurisdiction of this position) has been at a minimum, since most of the communications, such as the director's annual program report, have been channeled through the council and its chairperson. This has helped to encourage the belief that the EAP has been and continues to be a cooperative and caring program available to all university employees and their families who need professional assistance in solving persistent or unfamiliar problems.

Furthermore, the council has success-

(Cont'd, p. 16)

The Professional's Guide To Picking The Most Effective Alcoholism Treatment Center.



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“Conferences/Workshops”

April

The Hazelden Foundation will offer a workshop from April 2-4 titled “Developing and Managing Employee Assistance Programs,” which features this breakdown of activities: Day One—definitions, development and training; Day Two—counseling and program maintenance; Day Three—management and evaluation. Participation is recommended for chemical dependency counselors, employee assistance providers, coordinators and trainers, union officials, and human resource professionals. The workshop will be conducted at the Hazelden rehabilitation center in Center City, MN. For registration information call (612) 257-4010, ext. 417.

A skills training workshop titled “Counseling for Relapse Prevention” will be offered by The Addiction Treatment Center on April 5-6 at the Amfac-West Hotel, Dallas/Fort Worth Airport. Call Dana Powell or Hal Mann at (817) 267-3158, or write P.O. Box 669, Bedford, TX 76021.

Washington University in St. Louis will sponsor two educational programs for alcoholism treatment and EAP professionals. “The Employee Assistance Program,” offered the week of April 9-13, will review basic principles and practices needed to develop, implement and manage an EAP. “Marketing EAP,” offered on April 16-17, will cover the marketing skills and

techniques commensurate with EAP growth. Contact Jan Burggrabe for further details: Campus Box 1085, Washington University, St. Louis, MO 63130; (314) 889-6731.

From April 18-20, The Central Community Health Board will present the Fifth Annual Conference on Substance Abuse, with the theme of “Innovation and Treatment.” For information write: Central Community Health Board, 532 Maxwell Ave., Cincinnati, OH 45219; or call (513) 559-2016.

The Alcoholism and Drug Addiction Treatment Center of Scripps Memorial Hospital in La Jolla, CA has scheduled an “Intervention Workshop” for April 23-26. Dr. Vernon Johnson will be a special guest. For information, contact Meeting Management, 3770 Tansy, San Diego, CA 92121; (619) 453-6222.

The Charlotte Treatment Center will present its sixth annual conference, titled “Enjoying Sobriety,” to be held in Charlotte, NC, April 27-29. For more information, write to CTC at P.O. Box 240197, Charlotte, NC 28224, or call (704) 554-8373.

May

On May 1, Benjamin Rush Center will sponsor a conference at the Syracuse, NY

Hilton titled “Cocaine: Beyond the Mystique.” It explores the contemporary pharmacological, societal, legal and medical impacts of the drug. Guest speakers include: Dr. G. Douglas Talbott, Ridgeview Institute of Atlanta; Dr. Ronald Dougherty, the Benjamin Rush Center; and Dr. Erik Mitchell, Onondaga County Medical Examiner. For further details, write Community Relations Department, Benjamin Rush Center, 672 S. Salina Street, Syracuse, NY 13203, or call (315) 476-2161.

The Caron Foundation presents the third “National Conference on Alcoholism & the Family” from May 23-27. The Adam’s Mark Hotel in Philadelphia, PA will house the event, highlighted by a slate of speakers that include J. Richard Munro, CEO for Time, Inc. (presentation: “The Untreated Alcoholic”) and former National Football League star Carl Eller (“Athletes as Family Members”). For application and contract for exhibit space, write or call National Conference on Alcoholism & the Family, Box 277, Wernersville, PA 19565; (215) 678-2332.

June

The Johns Hopkins Medical Institutions and The Alcohol Beverage Medical Research Foundation will sponsor the “North American Conference on Alcohol and Highway Safety.” Six sessions from June 12-14 will examine three topics: epidemiology of traffic crashes, pharmacology of alcohol, and countermeasures. The Johns Hopkins Medical Institutions in Baltimore, MD will host the activities, from which educational credits may be earned. Call Carlita M. Kearney for further information at (301) 955-3168, or write Program Coordinator, Office of Continuing Education, The Johns Hopkins Medical Institutions, 720 Rutland Avenue, Room 19 Turner, Baltimore, MD 21205.

The Central States Institute of Addiction of Chicago, IL will conduct its “Third Annual June Institute” from June 11-15. The program will be held at Concordia College, River Forest, IL. Additional details and brochure may be obtained by contacting Stella M. Nicholson or Mary E. Wannop-Catelain at (312) 266-6100, ext. 352.

August

Lima, Peru will be the site of the “International Conference on Alcoholism and Other Drug Abuse,” held from August 12-15. It is sponsored by the Peruvian Department of Health, Peruvian College of Physicians, and San Marcos University. Free presentations are encouraged. Write Dr. Mary Vasquez at VMC Employee Assistance programs, 38760, Northwoods

The University of Maine’s EAP (con’t)

fully demonstrated that its members can work cooperatively in their efforts to achieve the goals and objectives of the EAP. Thus far, the council has not experienced any of those problems that are frequently associated with committees, such as internal fractionalization and conflicts, individual dominance, and “groupthink.” Perhaps this can be ascribed to its relatively small size and to the fact that the three employee groups—faculty, professional, and classified—have an equal representation on the council.

Finally, and most importantly, the work of the council has reflected the enormous amount of energy and commitment the members have been willing to invest in an ongoing, sustained manner. Although many of the council activities require frequent meetings and a considerable amount of effort on their part, the council members have always been positive in devoting their time and energy. It is interesting to note that three of the six regular council members whose terms expired have expressed a strong interest in serving again. Two of them have already been reappointed, and the third is waiting for a vacancy.

It appears there are three major elements

that have helped council members maintain a high level of interest and a strong sense of dedication. They are: (1) a stringent selection process of council members, involving nominations by their respective councils, and then appointment by the president; (2) the ability of the council to commit a portion of its budget for the purpose of training and enhancing knowledge of council members; and (3) the opportunity to be faced with a real challenge. They value the chance to offer their troubled colleagues a helping hand. Each of the council members has become a real professional and an integral part of the program; together they have become a truly responsible part of the EAP. □

This is based on a paper presented by the author at the ALMACA national conference, Minneapolis, Minn., October 3-6, 1983. The author expresses his gratitude to Elizabeth P. Hosokawa of the University of Missouri-Columbia for her valuable comments.

Drive, Wadsworth, IL 60083; or call (312) 249-1900 in Illinois, (800) 367-7378 elsewhere.

The "North American Congress of Employee Assistance Programs" will be held from August 12-15 in Dearborn, Michigan. For additional details, contact Diane Vella, Congress Coordinator, NAC/EAP, 2145 Crooks Road, Suite 103, Troy, MI 48084; (313) 643-9580.

Eastern Regional Conference

The sixth annual Eastern Regional ALMACA Convention will be held June 3-6 at the Parkview Hilton in Hartford, Connecticut. For more information, contact Ms. Ceia Colepaugh, c/o RECOURSE, Paper Mill Farm, Paper Mill Road, New Milford, CT 06776; (203) 354-8118.

To reserve a special meeting room for your organization or contract service provider, etc., contact Ms. Lynn Cranston, U.S. Tobacco Corp. by calling (203) 661-1100.

Orville McElfresh Honored

Orville McElfresh, Vice President of Marketing, Parkside Medical Services Corporation, Park Ridge, Illinois, recently was honored by the Lawyers' Assistance Program, Inc. (LAP) for his contributions toward the development and training of lawyers in alcoholism and substance abuse intervention techniques.

LAP, a not-for-profit organization formed by the Illinois State and Chicago Bar Associations, assists Illinois lawyers and judges and their respective families with alcohol and/or substance abuse problems which affect their professional performance.

Mr. McElfresh is responsible for the marketing efforts of the Alcoholism Treatment Services Division of Parkside Medical Services Corporation. Prior to this position, Mr. McElfresh served as president of the Lutheran Center for Substance Abuse, Park Ridge, IL, a 94-bed specialty hospital dedicated to the research and treatment of alcohol and substance abuse.

Both Parkside Medical Services Corporation and Lutheran Center for Substance Abuse are members of Lutheran General Health Care System, which has provided nationally recognized treatment for alcoholism and substance abuse for twenty-five years.

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WE NEED LEAD TIME!

Your meetings, conferences and seminars are important to your organization. We think so, too. Advance billing can spell the difference between a "stadium sellout" and a "no-show." So that members can plan early on participating in your event, *THE ALMACAN* asks that you provide us with prior notice of three to four months.

In your correspondence to ALMACA National Headquarters, 1800 N. Kent Street, Arlington, VA 22209, we ask that you convey the following essentials:

- name of the event, and subject matter;
- sponsoring organization;
- hosting city, plus address and name of building (if applicable);
- purpose of event;
- dates and times of activities; and
- an address interested persons should write to for further details.

You adherence to these criteria will aid in transmitting your message in concise and timely fashion.

Jerry Shulman & Larry Bienemann announce their resignation from Mediplex, Inc. and the establishment of ARC.

ARC is Addiction Recovery Corporation. A firm formed to develop a national network of outstanding addiction recovery facilities dedicated to excellence. The same excellence Jerry and Larry cared about as individuals in other superior rehabilitation facilities including Spofford Hall, Arms Acres and The Chit Chat Foundation.

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dependency, and to help them create the tools for a lifetime of recovery.

Our initial programs include primary care with medical detox, 28-day intermediate care, 7-day family program, 14-day crisis intervention, plus, chronic relapse and cocaine programs. For more information call Larry at ARC or Jerry at ARC/The Terraces, 717-627-0790.



Congress Readies for Alcohol/Drug Abuse Funding Debate

Constituency groups girded for a crucial cycle of reauthorizations as rival proposals were being formulated for extension of the alcohol, drug abuse and mental health services (ADMS) block grant, and the separate research program authorities of NIAAA and NIDA.

The Reagan Administration is planning to wipe out all earmarking within the ADMS block—the funding mechanism enacted in 1981 to consolidate the direct services programs of NIAAA, NIDA and the National Institute of Mental Health (NIMH). The current block retains identity of mental health and alcohol/drug abuse funds going to the states through an allocation formula that results in roughly half of the national total going to mental health and half to alcohol/drug abuse. Within the substance abuse portion of a state's allocation, at least 35 percent must be devoted to alcohol services and 35 to drug abuse with an additional requirement that a minimum 20 percent be spent for prevention and early intervention services, including occupational alcoholism program efforts.

The Administration's proposal, still in draft form as *THE ALMACAN* went to press, would erase the allocation requirements between mental health and substance abuse as well as the earmarking within the substance abuse portion. The states would be allowed to spend the funds as they choose within the broad area of alcohol, drug abuse and mental health.

Field groups opposed to the Administration's plan were buoyed by the introduction of an ADMS reauthorization bill by the key Senate Republican player in the discretionary health program area—Chairman Orrin Hatch (UT) of the Labor and Human Resources Committee. Hatch's legislation (S-2303) would retain the current earmarking and distribution system in their essentials. Moreover, it would add a new categorical program authority to fund a variety of activities by the states in support of alcohol and drug abuse prevention and treatment programs for women.

The Hatch bill calls for a three-year extension of the ADMS block at authorized levels of \$472 million next fiscal year, \$486 million in fiscal year 1986, and \$501 million in 1987. The first year funding ceiling is the Administration's budget request for FY-85—which represents a \$10 million increase over the current year's level. Overall, the increases would amount to nine percent in the authorization levels in the next three years. For women's alcohol and drug abuse services, Hatch would provide an additional \$7 million annually for distribution to the states.

On the House side, Chairman Henry Waxman (D-CA) of the Subcommittee on Health and the Environment of the Energy

By Jay Lewis, Editor
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Phone: 202/293-2734

and Commerce Committee was drafting a more elaborate ADMS reauthorization calling for a sharper delineation of the federal role by the Alcohol, Drug Abuse and Mental Health Administration (ADAMHA). Consideration is being given to a new pot of discretionary money to be administered by ADAMHA—comprised of about 15 percent of the total block grant appropriation. These funds would go to a program of special incentive grants to the states to address priority needs and direct grants to community non-profit organizations for special demonstration programs for groups perceived as underserved, including women and minorities.

Hatch's Labor and Human Resources Committee held a hearing on the ADMS block reauthorization bill and measures for other public health programs on Feb. 22.

Assistant Secretary for Health Edward Brandt did not reveal the Administration's plans for the ADMS block at that time, but did say he had problems with provisions of the legislation before Hatch's committee. "While there are features in these bills that we do not support, we do welcome certain important elements in them," Brandt said, adding that he hoped a compromise could be reached.

At the same time, Brandt voiced misgivings about Hatch's proposal for a special authorization attached to the ADMS block for women's alcohol and drug programs. The HHS official said he would prefer to have the states "advised of the interest of Congress" and the Administration in the special problems of women rather than "try to develop a new cate-

gorical program within a block grant."

"We would have concerns about that as a concept," Brandt said. "We certainly have no concerns about emphasizing the issues of women." A task force on women's health problems has been established in his office, which will embrace alcohol and drug problems in its scope, Brandt told the committee.

The National Association of State Alcohol and Drug Abuse Directors (NASADAD) commended Hatch for his leadership in introducing the block grant renewal bill, but voiced strong concerns about the authorization levels he proposed.

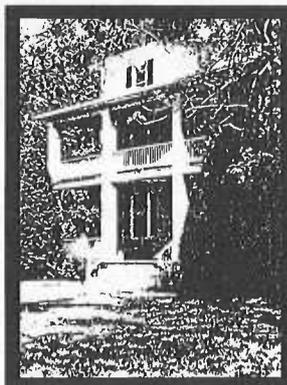
NASADAD Legislative Chairman Kenneth Eaton noted that the federal appropriations for the alcohol and drug abuse formula and project grant programs, which were consolidated into the ADMS block, totaled \$332 million in 1980. Under the FY-84 appropriations of \$462 million for the ADMS block, the alcohol/drug abuse share is only \$234.5 million. Adjusting for inflation, this amount represents a 42 percent decline in real dollars in the last four years, Eaton said.

"States and cities are struggling to make ends meet," he testified. "Many community-based programs are experiencing the phenomenon of waiting lists and of having to turn clients seeking treatment away from programs which are already operating at or above treatment capacity. The alcoholics and drug abusers whose names appear on these waiting lists rarely return to the program a second time.

"We implore and encourage committee members to leave sufficient room for the Congress to return federal support for alcohol and drug abuse services to an adequate level," the NASADAD spokesman said.

The renewal of the NIAAA and NIDA program authorities will be handled in separate legislation in the Senate under the direction of the new Chair of the Labor

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and Human Resources Subcommittee on Alcoholism and Drug Abuse—Paula Hawkins of Florida. Hatch has legislation pending which would revise the alcohol and drug abuse research authorities to provide a special emphasis on studies on the special problems of women. A hearing is scheduled in early April by Hawkins on NIAAA/NIDA reauthorization.

Waxman is planning to consolidate into one bill the ADMS block grant reauthorization and the renewal of the NIAAA and NIDA program authorities. He reportedly is thinking of providing generous increments in NIAAA research funding levels, starting with about \$65 million next year. The Administration requested \$47.8 million for alcohol research in fiscal year 1985. Word was that the Administration is considering open-ended, unspecified authorization levels in its renewal proposal, in effect leaving the amounts to be determined by the appropriations process.

Some alcohol field groups were pushing for higher authorizations for NIAAA research along lines of the recommendations of the Institute of Medicine (IoM) in its 1980 study of research opportunities and needs. The board of the National Council on Alcoholism passed a resolution during a minimum \$65 million authorization and appropriations next fiscal year along lines of the IoM call for 50 percent annual increments in alcohol research funding over a three-year period.

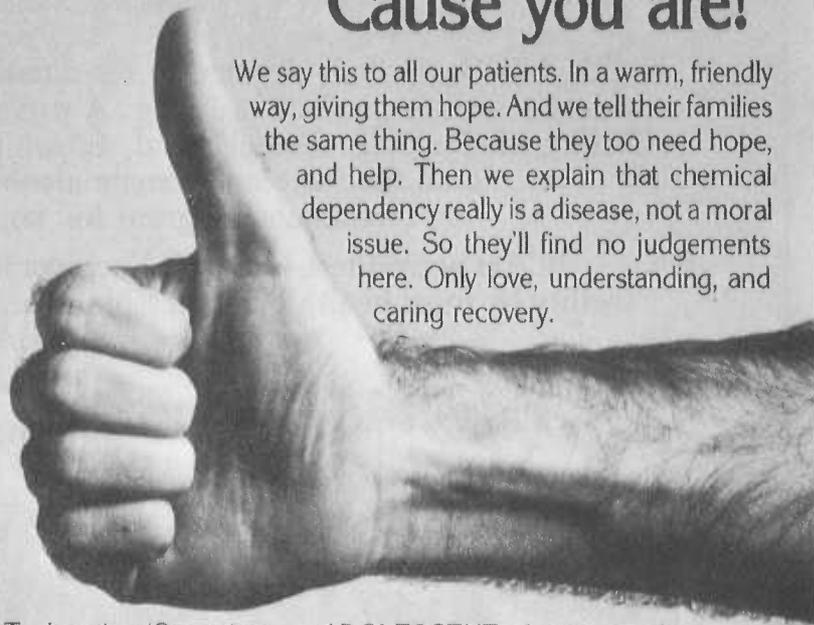
At the time, NCA urged expansion of NIAAA authority to embrace demonstration projects, including national prevention models as well as initiatives to meet the needs of underserved groups, especially women. □

ALMACANS on the Move

The Board of Trustees of the The Oxford Institute have announced the appointment of Thomas D. Francek as Director of Occupational Services. The Oxford Institute is a 60-bed residential and outpatient facility for the treatment of alcoholism and other chemical dependencies located in Oxford, Michigan. In his position, Mr. Francek will develop occupational services and act as liaison for appropriate governmental, industrial and treatment agencies.

Brownlee Dolan Associates of New York City recently announced the appointment of Evan Leepson to the position of Manager of Sales and Marketing. Brownlee Dolan Associates manages the EAPs of over 25 major corporations. Mr. Leepson previously served as Industrial Liaison for the Smithers Alcoholism Treatment and Training Center of St. Luke's-Roosevelt Hospital, where he created the Center's first marketing program, and as Project Director of the Psychological Division of the Executive Health Group.

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