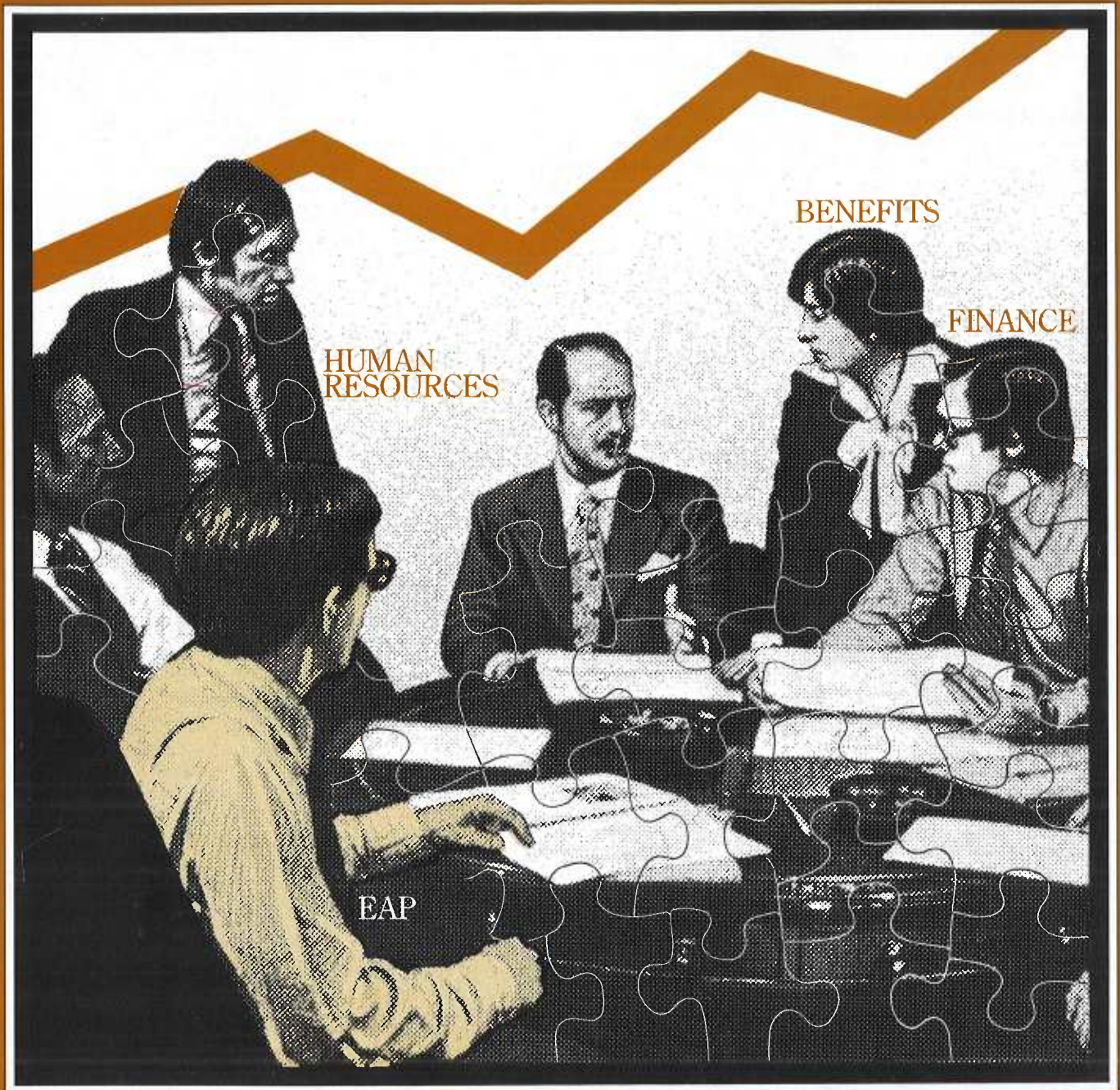


Vol. 16, No. 3 March 1986

the ALMACAN

Published monthly by Association of Labor-Management Administrators and Consultants on Alcoholism

An International Association of Professionals in Employee Assistance Programs



Mainstreaming EAPs Into Corporate Life

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EAP practitioners may have a legitimate, first-person role in boardroom activities among corporations. Organizational development specialists say, in fact, that future EAP prosperity will depend on practitioners' ability to network with human resources, benefits, and other components of the workplace. Communicating cost-effectiveness data will be imperative.

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FROM THE EXECUTIVE DIRECTOR

Thomas J. Delaney Jr.

Since the Annual Meeting in Boston, I have been traveling to many ALMACA meetings to obtain feedback about credentialing. Besides these exchanges, a bonus has been the opportunity to hear about the other issues and concerns which are on the minds of the membership. Near the top for many people is the need to increase efforts to market EAPs to industrial leaders. Many members report that EAPs are increasingly seen by industry as a fringe benefit instead of an integral part of the technology of work.

"The job-performance model can be applied to the new generation of high-tech workers . . ."

Part of the confusion stems from a lack of clarity among our own ranks. Perhaps we have acquiesced too easily when non-EAP sources such as newspaper reporters and clinicians have asserted that EAPs are a fringe benefit. Perhaps we have shied away from the debates with the accountants because there is not as much hard research data as they request. Regardless of the difficulty of the arguments, however, the EAP field needs to assert to labor and management that EAPs are *crucial* to accomplish their missions.

Suggestions, anyone?

Tired of reading too much about one thing and not enough of another in *THE ALMACAN*? What aspects of the EAP field would you like reported on more extensively?

To be of better service, let us hear from you. Please call or write to editor Rudy Yandrick at the ALMACA Office. We look forward to your feedback.

JOB-PERFORMANCE MODEL

The job-performance model was the basis for early EAPs. Labor recognized that it not only provided them with a service to their members, but assured that workers represented by unions would be the very best possible. Management realized that EAPs provide a healthier workforce and another tool to improve the quality of their output. Today, with labor and management increasing their cooperative efforts to improve competitiveness, and sharing responsibility through such innovations as having union leaders on corporate boards of directors, there is more opportunity for agreement on joint labor-management efforts to improve job performance. The job-performance model can be applied to the new generation of high-tech workers, and EAP specialists can lead the way in adopting job performance to this new group.

By the way, this month's lead article discusses the future survival of EAPs. It shares the comments of organizational development specialists and others who believe that the success of EAPs will depend on how well they retain the job-performance criterion as an indispensable management tool and are able to further integrate into the management structure.

STRAYING OVER THE LINE

I suspect that one reason EAPs are perceived by some as a fringe benefit is that some have strayed over the line from steering workers to rehabilitative resources to providing the treatment themselves. Since labor and industry are not in the social service or mental health business, the provision of such services is seen as merely the movement of mental health centers into the workplace. That is a serious mistake because such services are then rightly seen as fringe benefits. Just as the community mental health movement did not develop alternatives to institutionalization in state mental hospitals, it also

"... the EAP field needs to assert to labor and management that EAPs are *crucial* to accomplish their missions."

failed to develop as a community gate-keeping and consultation resource. EAPs have to identify other community resources to perform these functions and not take them on themselves.

Behavior in the workplace, just as in other aspects of life, is a continuum. It has to be judged in its own context. In the last class of my graduate social work training, Professor Max Siporin stressed that everyone acts in a crazy manner sometimes and the most psychotic of people are capable of occasional rational behavior. The same is true in the workplace. The most dysfunctional employee is capable of performing well occasionally, and the best employee can, occasionally, do a horrible job. It is the difficult lot of supervision and management to try to minimize the poor performances and maximize the acceptable and outstanding ones. EAP is an important mechanism to help them in this task. As such, it is far from a fringe benefit. The more that we can educate labor and management about this, the greater will be the market for EAPs.

"CALL FOR PAPERS" REMINDER

As an extra note, I hope that all of ALMACA's EAP practitioners have taken a good look at the "Call for Papers," published in the February *ALMACAN*. It is imperative that you share your experience and knowledge with other members as it relates to the future of the EAP field. There is time remaining to submit an abstract to Associate Director Judith Evans, and I hope that as many of you as possible respond to that opportunity. □

ALMACA CAMPAIGN '86

James Kemper, Betty Ford Honorary Co-Chairs

by Sally Trott

ALMACA Director of Development

Our first major fund-raising drive, ALMACA Campaign '86, has swung into high gear. The last two months have been spent forming a Campaign Council, preparing a fund-raising packet, and identifying prospective contributors.

CAMPAIGN COUNCIL

Perhaps most central to the fund-raising drive is formation of the ALMACA Campaign Council. Its members have generously volunteered their time to approach corporations, foundations and individuals for financial contributions in support of the \$200,000 Campaign.

It seems fitting that ALMACA Campaign '86 should have as Honorary Co-Chairmen two individuals whose compassion for those suffering from alcoholism and volunteer efforts to combat the problem of substance abuse are nationally recognized. They are: **James S. Kemper, Jr.**, Chairman, Kemper Corporation; and **Betty Ford**, President of the Board, Betty Ford Center at Eisenhower.



James Kemper
Honorary Co-Chair

Serving as Co-Chairmen of the Campaign are **Jack Hennessy**, President of ALMACA, and **John T. Gorman**, Chairperson of the Development Committee of the Board of Directors.

Joining them on the Council and lending time and talent to the Campaign are the following corporate executives: **Stephen K. Lambright**, Vice President and Group Executive of the Anheuser-Busch Companies; **Ronald R. Patterson**, Senior Vice President of Republic Health Corporation; and **Kyhl S. Smeby**, Executive Vice President of Bank of America.

In addition to Jack Hennessy and John Gorman, a number of other members, Board members and officers of ALMACA are participating on the Council.



Betty Ford
Honorary Co-Chair

They include: **Gary Atkins**, Vice President-Operations; **Edward R. Berte**; **Tamara Cagney**, BSN, MA, Program Managers Committee Chairperson; **Thomas C. Desmond**, Ed.D., International Region Vice President; **William G. Durkin**, Ph.D., International Region Representative; **Daniel Lanier, Jr.**, Membership Committee Chairperson; **Donald W. Magruder**, Nominating Committee Chairperson; **David G. Mercer**, Chairman of the 1985 ALMACA Annual Meeting; **Daniel C. Smith**, Secretary; and **Madeleine L. Tramm**, Treasurer.

APPEALS FOR SUPPORT

The Campaign was launched on February 19, 1986. Appeals for financial support were sent by Campaign Council members to more than 85 corporations, foundations and individuals across the United States. At a later date, requests for voluntary contributions will be mailed to ALMACA regions, chapters and members. ALMACA Campaign '86 will reach out to every friend of ALMACA and supporter of EAPs.

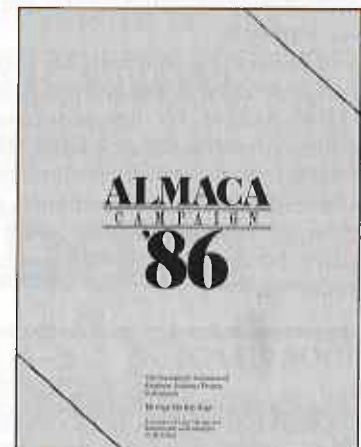
The material being mailed to prospective contributors includes a cover letter, a prospectus, and an IRS letter verifying ALMACA's non-profit, tax-exempt status. All of the printed material being used in conjunction with the Campaign was written and designed expressly for ALMACA Campaign '86.

PROJECTS TO BE FUNDED

As reported in the December issue of *THE ALMACAN*, funds are being sought for first-year implementation of cre-

denialing (Professional Standards), creation of an information clearinghouse (National Clearinghouse for EAP Information), and a computer system for the ALMACA Office (Modern Office Systems computer package), in addition to general support of ALMACA's ongoing activities.

It is hoped that all ALMACANs will join in support of the Campaign and in thanking the members of the Campaign Council for their efforts to enhance the EAP field and ALMACA's services to members. □



The Prospectus

The hands-on literature which is being used to promote Campaign '86 among prospective contributors is a handsome 8¾" x 11½" campaign packet with burgundy and indigo ink on heavy gray paper (reproduced in b/w above). It opens into two collated sets of single-page descriptions. The pages have diagonal cuts with headings which identify literature on the Campaign and Campaign Council, ALMACA's Board of Directors, facts about ALMACA and EAPs, contributors, project information, and financial information.

UPDATE ON CREDENTIALING

Action on Many Fronts

by Judi Laws
ALMACA Credentialing Specialist

There is a lot of action on credentialing, as you have surely noticed out there in ALMACAland. Through the mail, phone and meetings, various pieces of ALMACA's credentialing process are being carefully shaped by members, chapter presidents, officers, Board members, Ad Hoc Credentialing Committee members, and ALMACA staff. Since the number and variety of activities is considerable, this article presents a litany of discrete but essential and interrelated efforts being made by many people.

As of this writing, the first five items on the Credentialing Mechanism Timeline (*THE ALMACAN*, January issue, page 5) have not been completed. The RFP, which is more of a "Preliminary Vendor Solicitation," was mailed to seven vendors on January 14, with a February 14 deadline for submission of proposals.

VENDOR RESPONSES

Several of them have contacted us with questions, indicating their interest in our credentialing project. This level of interest corroborates the impressions I received from visiting prospective vendors during late December and early January. Three points I gleaned from these contacts are of particular interest.

- Vendors' corporate experience includes certification/licensure/registration/accreditation for clients in both the business and health areas.
- Vendors offer the full range of credentialing services, from application development to test development and administration, on to recertification.
- These companies place great emphasis on "customized" services for the specific needs of the individual organization.

In order to be able to compare these vendor responses objectively and expeditiously, we are nearing comple-

tion of an evaluation/rating sheet for use by the Ad Hoc Credentialing Committee. A draft of the evaluation criteria and form was sent to this committee and the Executive Committee on February 10 for their comments, suggested revisions, etc. After receiving feedback on the evaluation form, we will mail out a revised form, along with the vendors' proposals due by February 15.

OTHER ACTIVITIES

In addition to the items specifically stated on the timeline, several other activities were undertaken during January. Tom Delaney wrote to the director of the Personnel Accreditation Institute (PAI), Juanita Parry, to enable her to update the PAI Board on ALMACA's credentialing developments at the Annual Meeting and since then. His letter explained that, at this point, ALMACA wants to explore other structural and procedural options and costs, to be considered along with that of PAI.

Early in January, Jack Hennessy and Tom sent a letter to each of the Board members inviting their views, recommendations and concerns on any facet of the credentialing process. They felt it was important not only to appeal to

fathering, the type of credential we want, recertification, and other related issues. In early February, Jack and Tom met with the Texas chapter presidents during Texas EAP Symposium VI. During the middle two weeks of February, your President and Executive Director met with ALMACANs in the Western Region, including a meeting with Western Region chapter presidents on February 13, and in Denver on February 14. On March 12, Jack and Tom are meeting with Central Region presidents in Detroit.

While these regional efforts do not constitute a uniform process, they represent an effort by ALMACA's leadership to meet with and hear from as many members as possible about credentialing. The intent is to provide the Board with maximum membership feedback at their March 25th spring meeting in San Diego, California.

CREDENTIALING AND EDUCATION

As a prelude to the meeting of the Education and Training Committee from January 30-February 1, I talked with staff at the Council on Post Secondary Education Accreditation (COPA) to see whether there are any guidelines on

"... (regional meetings) represent an effort by ALMACA's leadership to meet with and hear from as many members as possible about credentialing."

each of the Board members directly, but also to enlist their support in encouraging people to participate.

REGIONAL EFFORTS

As most of you know, regional efforts have been launched to involve chapter and local members in contributing to ALMACA's credentialing evolution. On January 21, chapter presidents, Board members and others within the Eastern Region met to discuss grand-

interfacing credentialing and educational accreditation. Unfortunately, the answer was negative. However, we can expect some action in this direction during 1986.

Although the work of the Education and Training Committee was not focused on credentialing, that group made a very good start at planning for impacting on educational institutions and organizations. When the minutes of their meeting have been written up and approved, more extensive coverage of

this committee's work will be reported in *THE ALMACAN*.

Finally, one valuable resource on credentialing which was brought to my attention by Jan Ciucci of the National Commission for Health Certifying Agencies was an informal networking group of one-of-a-kind certification persons such as myself. Begun in 1985 by a handful of certification people who felt the need to share and learn from colleagues in other professional associations and certifying bodies, the group meets every four to six weeks. I attended their January meeting, devoted to ethics. Without question, this no-cost resource will greatly help ALMACA.

Progress on all of these activities will continue to be reported on in *THE ALMACAN* and the ALMACA News Brief, prepared biweekly for chapter presidents.

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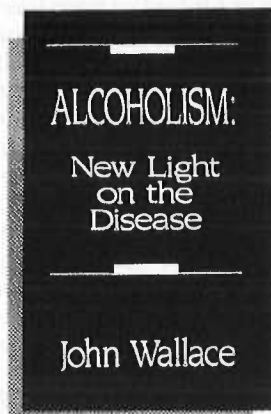
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PUBLICATION GUIDELINES

THE ALMACAN is the primary vehicle through which members are apprised of information related to ALMACA and the EAP field. It is distributed monthly to the entire ALMACA membership. *THE ALMACAN* is a platform for exchanging responsible views on pertinent issues of the day.

Persons wishing to submit articles are requested to observe the following guidelines:

- Do not submit materials that have been or will be published elsewhere.
- If there is a time element and a publication deadline is desired, please state this in a cover letter.
- Manuscripts should be typewritten and double-spaced.
- Feature articles normally range in length from 1,500-2,500 words. Shorter articles vary according to the space required to convey the message.
- Letters to the editor and submissions for the "One Member's View" column are also welcome. Please use brevity in conveying your message.
- Because of space limitations, it is recommended that the most important information be placed toward the front of the article.
- *THE ALMACAN* reserves the right to edit articles for length and content. Generally, editing for content is arranged with the author.
- *THE ALMACAN* will consider all manuscripts submitted, but does not guarantee publication.
- Photographs are desirable. They should be accompanied by a caption. Other visuals, such as charts and graphs, are desirable.
- The copy deadline is the 15th day of the preceding month. This does not guarantee placement in the following issue, but we will try to comply with requests for publication within a specified time frame.
- Interested persons should contact: Rudy Yandrick, Editor, *THE ALMACAN*, 1800 N. Kent Street, Suite 907, Arlington, VA 22209; (703) 522-6272.

SPECIAL MEMORANDUM

ALMACA Financial Review

In its July 1985 issue, *THE ALMACAN* published an open letter from ALMACA Treasurer Madeleine Tramm to the membership. She discussed financial information and urged all EAP professionals who had not joined ALMACA to do so, especially those attending chapter functions.

In this correspondence, she comments further on ALMACA's financial standing.

Dear EAP Professionals:

Examining an organization's budget can reveal its financial integrity, specific sources of strength, and priorities. ALMACA's budget (projected through June, 1986) reveals a fiscally sound organization, as well as a membership-oriented mode of service delivery. Specifically, the following information is most pertinent.

● *Membership dues and the Annual Meeting. Combined, they comprise ALMACA's largest sources of income—over 80% of the total. Interestingly, this year, for the first time, the Annual Meeting generated more funds for the organization than membership dues (\$320,000 vs. \$315,000). This significant development indicates that ALMACA is reaching new audiences and is perceived as a leader in information on EAPs and chemical dependency treatment.*

● *Communication. ALMACA's communication expenses, represented by our printing costs (\$100,000 per year), are the third largest organizational expenditure, ranking only behind Annual Meeting and staff costs. This can be attributed to: the growing readership of *THE ALMACAN*; the perception, again, that ALMACA is a leader in communicating and interpreting EAP information; and the technical, complex nature of our field. On the last point, subtleties of credentialing, cost containment and chemical depen-*

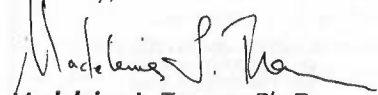
ency treatment cannot be communicated and learned through verbal communication alone.

● *Knox-Keene. ALMACA's expenses associated with this State of California legislation—\$7,000—indicates ALMACA's responsiveness, nationally, to local EAP issues, our political clout as an organization, and the growing significance of EAPs in the health care field. You will remember that Knox-Keene, a California bill requiring registration of EAPs as health plans, recently was aggressively expanded in purview to EAP vendors. (For more information, see pages 10-11 of the January 1986 issue of *THE ALMACAN*.) ALMACA has been successful in stymieing this burden of regulation for EAPs not providing clinical treatment.*

By state, California has the greatest number of ALMACA members and, historically, is at the vanguard of many legal actions. National ALMACA's support of regulatory and legislative efforts to divert Knox-Keene application from EAPs reflects its sensitivity to state issues—an importance which probably will grow, not diminish, with time. It also sends a signal to other states that ALMACA has the ability and decisiveness to intervene, if necessarily or desirable, in the political process.

ALMACA will continue to provide services representative of the interests of members and the EAP field, provided the financial and human resources are available. I am greatly encouraged by recent fiscal developments within the association and anticipate ALMACA's continued financial growth.

Sincerely,


Madeleine L. Tramm, Ph.D.
Amalgamated Life Insurance
Company
New York, NY

ONE MEMBER'S VIEW

More Drugs in the Workplace—Why?

by Terrence R. Cowan
Executive Director
Workers Assistance Program of Texas

The following article is reprinted from the December 1985 issue of *Health in the Workplace*, published by the Workers Assistance Program of Texas.

It is a little-known but well-established fact that drug use is universal among human cultures and that every society has used one or more psychoactive drugs. However, more people in this country are using psychoactive drugs, such as marijuana and alcohol, than ever before. Why?

One perspective is that increased drug use is the result of a decline in religious values. In this century there has been a cultural shift away from traditional Christian values toward more materialistic motivations.

In the workplace, we have witnessed the decline of the Protestant work ethic, which asserts that one can gain spiritual merit through hard work.

The marketplace teaches that one should grab for all the gusto one can, whenever one can, and the more the better. Increased drug taking can be interpreted as a by-product of materialistic values.



Terrence Cowan

Another perspective is that our intended solutions to the drug problem have created the situation that exists today. The use of a number of drugs became widespread only after the drugs were made illegal and publicized through the media.

In some cases a psychoactive drug received a boost as the replacement for another psychoactive drug. For example, cocaine use became more widespread after legal pressure succeeded in inhibiting the quantity of amphetamines available.

Another hypothesis is that the current situation is due to the countercul-

ture generation of the late 1960s. This argument ignores the fact that most drug users are either too old or too young to have been participants in that phenomenon.

In the book "Drugs, Society and Human Behavior," Oakley Ray suggests that drug taking can be understood in behavioral terms. Therefore, it follows the same rules and principles as any behavior, the most basic principle being that behavior persists when it either increases the individual's pleasure or reduces his discomfort.

GENETIC COMPONENT

From the behaviorist point of view, one takes drugs either to get high or to get relief from personal pain and suffering, or both. However, research has indicated that there is also a genetic component to a person's drug-taking behavior.

Some people are much more likely than others to get into a bad relationship with psychoactive chemicals, resulting in drug abuse or dependency.

In such cases, drug-taking becomes a compulsion, in which ever-higher doses produce diminishing effects and incur increasingly negative health, and social and economic costs. This process is recognized by health care professionals as a disease, and should be treated as a disease.

A study by the Stanford Research Institute found that the average North American household has 30 drugs on the premises. Drugs are readily available, and our culture encourages us to use at least some of them.

We are bombarded with ads encouraging the use of psychoactive drugs. We are urged to consume increasing amounts of alcohol, nicotine and caffeine to enhance pleasure, energy, well-being and self-image.

There is profit motive in all this. Psychoactive drugs are big business. We are not taught the dangers of drug use or how to use drugs responsibly. Rather, we are simply taught to consume them. It is not surprising, then, that

some of our learning in the marketplace spills over into the workplace.

It can be argued that part of the consumer demand heightened and exploited by the legal drug industry finds its expression in illegal drugs. The advocacy of drug use by established economic interests, such as the beer, wine and liquor industry, may, in many people's minds, legitimize using other psychoactive drugs as well.

Still, this does not account for all the demand for drugs. Some industry spokesmen would argue that they are responding to, rather than creating, a consumer demand for drugs.

In "Chocolate to Morphine: Understanding Mind-Active Drugs," Andrew Weil and Winifred Rosen suggested that drug use is a manifestation of an innate desire to alter normal consciousness. According to Weil and Rosen, drugs are only one of a number of ways that people routinely seek relaxed or "higher" states.

They hypothesize that there is a natural demand for altered consciousness, which can be met in many ways not involving drugs. Some of the methods mentioned are: listening to or making music, dancing, falling in love, making love, daydreaming, hiking in the wilderness, running and meditating.

EMPHASIZE EDUCATION

Emphasis should be given to honestly educating people about the risks involved with drug use. People should be provided with the information necessary to help them avoid the sort of relationships with drugs that can lead to abuse or addiction.

None of these approaches totally answers the question of why more people take drugs today; there is probably no single answer. It is important, however, that we examine different perspectives. With more information, we are better able to develop approaches that more fully address all aspects of the problem and, therefore, have a greater possibility of success. □

RESEARCH ISSUES

Treatment Research and EAPs

by Bradley Googins, Ph.D.
Boston University
School of Social Work
and Chairperson,
ALMACA Research Committee

While EAP program design, boundaries and credentialing continue to be vigorously debated, the issue of alcoholism treatment is receiving increased attention from all quarters. Not too many years ago inpatient hospitalization was the primary treatment of choice and in many instances the only treatment option. Today, a range of alcoholism treatment programs have emerged as alternatives to hospitalization. This development has been fueled primarily by the rise of HMOs and the drive for cost containment, which strives for the least expensive treatment. EAPs have been caught in the middle of this changing tide, and are currently buffeted by the crosscurrents of employers and insurance cost-containment drives which often run counter to the ideology, beliefs, theories and practice wisdom of the alcoholism and EAP field.

EAPs IN TREATMENT

A number of EAPs are becoming actively involved in the treatment business through screenings and predetermination programs for substance abuse, such as General Motor's recent venture with

While cost savings are cited as a primary motivation, the more central issue rests with the efficacy of the treatment: What evidence do we have that hospitalization is necessary and more effective than alternatives such as day treatment, evening treatment, or other social interventions?

Probably the best examination of this issue is *The Effectiveness and Costs of Alcoholism Treatment*, a monograph by Leonard Saxe, Ph.D., published by the Office of Technology Assessment (1983). This comprehensive analysis of the research on treatment outcomes examines the evidence of treatment effectiveness and, as such, represents the state-of-the-art. The good news is that following this exhaustive and scholarly review, the report concluded that alcoholism treatment has demonstrable benefits. Of lesser good news is the review also found that for every setting and modality, some evidence of successful outcomes are found. Thus the ability to predict success (on any particular intervention) is minimal.

When examining inpatient and outpatient treatment, almost all of the reviews came to the same conclusion; neither has a greater likelihood of success. To go one final step, research findings indicate that the characteristics of the patient rather than the treatment type is more predictive of outcome.

"The battle to provide effective and adequate treatment to the alcoholic employee may be destined to be fought on the grounds of costs . . ."

Family Service of America. Under this plan, in order to receive a second course of treatment, the employee must receive a prior evaluation from FSA. Other corporations such as United Technology and New England Telephone Company have gone a step further by offering treatment through substance abuse day treatment programs.

OPT FOR EXPENSIVE

Despite this evidence, the alcoholism EAP fields have generally opted for the more expensive over the less expensive. Outpatient treatment has not been widely utilized and less than a handful of day treatment programs exists within or outside of corporations. Even

"What evidence do we have that hospitalization is more effective than alternatives such as day treatment . . .?"

with the increased emphasis on cost effectiveness in treatment programs, the primary mode is hospitalization. This lack of use of these outpatient day and evening programs is even more surprising considering the history and successful use of these settings for psychological and psychiatric problems.

To place these research findings in the context of today's EAP world is both disturbing and challenging. It is disturbing in that we are faced with growing criticism by HMOs and insurance carriers that the spiraling cost of alcoholism treatment needs to be contained. Their obvious alternatives are to reduce benefits or move toward less costly treatment. If we are to believe the research findings to date, the EAP field has little empirical evidence to argue for maintaining its leniency toward inpatient care. Consequently, the forces of economics may well ignore the wisdom and sensitivity of the alcoholism field by forcing a minimal treatment benefit package for substance abuse. This could well be jumping out of the frying pan and into the fire since there is strong evidence that hospitalization and long-term care is appropriate and necessary for some. But since evaluation of alcoholism treatment is relatively young, we have not evolved a body of research sufficient to differentiate a typology of alcoholic clients and match them with treatment needs. Thus, the battle to provide effective and adequate treatment to the alcoholic employee may be destined to be fought on the grounds of costs rather than treatment appropriateness and effectiveness.

These same data, however, also provide a challenge and a set of opportuni-

ties to the EAP field to push forward the boundaries of alcoholism treatment and contribute to the growing body of knowledge on treatment effectiveness. Substance abuse day treatment, among others, do offer potential advantages, outside of the obvious cost savings. Among other factors are:

- Approximation of a natural environment, thus minimizing post-treatment shock and maximizing the client's capacity to recognize high-risk situations.
- Maintaining patient involvement with the family and the opportunity for incorporating the family into treatment. Despite the rhetoric of alcoholism as a family illness, few treatments pay more than lip service in including families in the treatment process.
- Flexibility for parents, thus allowing

"Even with the increased emphasis on cost effectiveness in treatment programs, the primary mode is hospitalization."

more realistic treatment forms for women, single parents and dual-career families where the presence of children often precludes long-term inpatient treatment.

NEED FOR MORE RESEARCH

In summary, the treatment "issue" is front and center in the EAP world, and will stay there for some time. The need to move from beliefs into research has never been clearer. As new treatment programs are developed, research findings will assist the EAP field in increasing its professionalism, credibility and ultimately its effectiveness in delivering the best treatment to its constituents.

NOTE: The May issue of *THE ALMACAN* will feature work being performed at various centers for EAP research. □

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A Partnership Model For New York State Alcoholism Agencies

by Nicholas A. Pace, M.D.

This article is based on a presentation by Dr. Pace before the First Annual Series of Public Policy Forums, sponsored on September 19, 1985, by the State of New York Division of Alcoholism and Alcohol Abuse in New York City. Dr. Pace's views do not necessarily reflect those of the ALMACA Office.

For-profit alcoholism agencies in New York State face some formidable odds for survival. I believe there currently exists an unfortunate, if unintentional, prejudice against private, for-profit alcoholism agencies, particularly in the community planning processes, which fails to allow them to fully contribute to the field, i.e., stake their fair market share.

Incorrect assumptions abound in the development of such anti-for-profit prejudice concerning their agencies' commitment to quality patient care and treatment expertise.

Similarly, there is an unfounded belief that these for-profit agencies are unconcerned with their integration into the network of community services. The for-profits are extremely conscious of the cost of delivering services, as they must survive within the competitiveness

of the health care marketplace. Yet, government and voluntary agencies seemingly fail to recognize or acknowledge these for-profit contributions.

“. . . for-profits can fulfill a vital, integral function in the continuum of care for alcoholics.”

Furthermore, many of the principals of private, for-profit facilities have worked tirelessly for years in voluntary agencies and government positions within their communities. They have gained detailed, expert knowledge of the local and statewide needs and patterns of service delivery.

It is a serious mistake to routinely exclude or limit the opportunity for these leaders within the field to make further contributions because their points of reference are now from private, for-profit agencies. Their caring, knowledge and energy are no less valuable or committed.

Estimates indicate that less than 10% of the alcohol-abusing population is receiving services. Government and voluntary agencies alone cannot significantly increase the level of available resources. Not only can the

private sector pick up this slack, but scarce public resources can be diverted from patients who can pay directly or have health insurance to less-fortunate, indigent populations.

In this regard, I believe for-profits can fulfill a vital, integral function in the continuum of care for alcoholics. On the one hand, we all hear about how indigent people come and go in the community facilities. Some of them may just want to get in from the cold and may be handled very impersonally. The average, middle-class working man or woman does not want to sit in a waiting room for half an hour and then be hustled in and out of a doctor's office; he or she will not begin recovery in this environment.

On the other hand, there has been a blitz of inpatient facilities over the past 20 years. I feel it borders on immoral the way that almost everybody referred to these facilities is put away for 28 days. Not only can the average worker not afford to be off the job for that long, he or she may not have the insurance or money to pay for high-priced treatment.

Before the tremendous expansion of inpatient facilities, I was a strong proponent of them. However, except for community resources, it seems that this is now the only treatment available. Change is needed, in part because we are making headway in breaking down the stigmas associated with alcoholism, and catching people in the earlier stages of the disease. Treatment on an outpatient basis is much more practical in these cases.

In my company, which operates much like a contractual EAP, we receive about 50% of our referrals from contracted, small corporations. The other half is from the referrals of patients we have helped in the past. Once we make a determination of the problem, we lay out a treatment strategy. Right here in Manhattan, we can usually assemble a program of outpatient treatment, AA, and lectures for about \$1,000 per month!

Various elements in the continuum of care for alcoholism must work more closely together. I believe voluntary, governmental and private, for-profit alcoholism

ABOUT THE AUTHOR—Nicholas A. Pace, M.D., is founder, president and medical director of Pace Health Services, started in 1984 in New York City. He has had a private practice in internal medicine since 1964 and is a medical consultant to General Motors Corporation. He was chairman of the New York State Governor's Advisory Committee on Alcoholism from 1976-84, authored the book *Guidelines to Safe Drinking* (McGraw-Hill, 1984), been consultant to First Lady Nancy Reagan's "Chemical People" Project, and was founding director and vice chairman of the American Council on Education.



"The average, middle-class working man or woman does not want to sit in a waiting room for half an hour and then be hustled in and out of a doctor's office . . ."

agencies in New York State need to coalesce into a partnership. I believe that the following three-tier approach would be the most advantageous.

- I. Establish goals that can be agreed upon.
- II. Identify resources and skills which can be shared.
- III. Create structures for planning and execute initiatives which are timely and understandable.

ESTABLISH GOALS

It will be helpful to more closely analyze each approach. In establishing goals, let me postulate that private, for-profit alcoholism agencies can achieve the highest quality of care for the patients they serve, with no less commitment and skill than those in the voluntary and governmental sectors. Many examples exist throughout New York and the United States of for-profits delivering high-quality care by top-caliber professionals who have been trained, supervised and can practice in the appropriate variety of disciplines. Within such private facilities, patients are receiving appropriate and personalized care in the same manner as the other sectors. In the long run, I believe private, for-profits can only be successful by cooperatively working with the governmental and voluntary sectors.

Overly intense and expensive alcoholism services will lead to a rejection of these for-profit providers by employers and insurers, just as supply and demand dictates survival in other economic sectors. Maximizing outpatient services where clinically appropriate should be a goal of all three sectors to help reduce health care costs. I also suggest the use of utilization review, outcome studies and research to provide the baseline for future adjustments to the service delivery system, in terms of inpatient care and cost-effectiveness.

Another goal should be to refine and expand health insurance coverage for alcoholism and alcohol abuse to individuals and families in New York State. We need to advance such a legislative initiative through a coalition of all three agency sectors, plus consumers of service, policy makers and other interested parties.

Of course, all three sectors share the long-term goal of reducing the gap between available and needed services. It can be closed faster and more completely through coopera-

tion and coordination instead of separatism. It makes good business sense that the greater the reduction in cost per patient in delivering alcoholism services, without sparing quality care, the greater the populace which can be reached.

IDENTIFY RESOURCES

In this approach, I will comment on the for-profit sector only. If managed well, for-profit facilities should be able to give back to the community tangible contributions while maintaining a profit margin. They can contribute the following:

- free service. A designated amount of free services can be provided to patients and families who do not have, or lack, adequate health care coverage and/or financial resources to pay for needed services.

“State and local governments should . . . develop a list of needs they would like met by private, for-profit agencies.”

- funding and technical assistance. For-profits can assist communities in both acquiring funds and providing technical assistance for such matters as construction, land acquisition, renovation, building permits, financing, etc.
- in-service training, conferences and community education. The access of governmental and voluntary agency staffs to well-designed, ongoing, in-service training services can directly benefit those agencies by allowing them to shift funds to serve more of the indigent population they were originally targeted for.
- management skills training. For-profit agencies with highly trained administrators can provide valuable training to voluntary agency administrators for facility operations, financial planning and marketing.
- organizational development. For-profits can assist voluntary agency development by serving on, and helping to develop, more comprehensive boards comprised of professionals with specific skills, including lawyers, accountants, media experts, and business people who can bring additional resources into the voluntary organizations.

STRUCTURES FOR PLANNING AND EXECUTING

Unfortunately, many of the planning processes between local and state governments, HSA, and community-based voluntary agencies on the one hand, and for-profit agencies on the other, have historically tended to be adversarial. For-profits are frequently perceived as outsiders forcing their way into local communities with services which are either unnecessary or in competition with existing voluntary or governmental agencies. From the for-profit view, the planning process is an unnecessary, arbitrarily placed hurdle

which, although it may not necessarily reject a for-profit proposal, may consume time and money resources and foster poor community relations.

To illustrate, in my own case it took 14 months for approval of Pace Health Services by the state, and to get set up. There is layer upon layer of bureaucracy which must be cut through before the doors of business can be opened. I felt like these state agencies should have been helping and supporting me instead of being a hindrance. It is ironic that without the capitalism which seems to be shunned here, taxes aren't paid, and neither are government officials. And by encouraging more freestanding facilities such as my own, again, let me emphasize that it frees up more money for the truly indigent populations.

I suggest we break from the current pattern of developing new alcoholism services in the state to favor a more mutually profitable approach to joint planning. The state and its local governments should, in their formal planning, develop a list of needs they would like met by private, for-profit agencies. The agencies, in turn, can cross-check them with their own plans and resources. Mutual negotiation can supercede unproductive, adversarial jockeying, and resources will be maximized without unnecessary overlap among the three sectors.

Not every for-profit can provide all of the potential resources of every new project to come along, but a needs list would document the deficiencies of the local community and afford for-profits the opportunity to respond. How about that? Private, for-profits could play the good-samaritan role!

NECESSITY OF CHANGE

Major changes have occurred in the alcohol field in the past. Through promotion of the disease concept, and acceptance of alcoholism as a family disease, over the past two decades we have greatly expanded the public's understanding and acceptance of alcoholism as a public health issue worthy of public and private resources.

The necessity of further change has become apparent. Significant governmental funding for alcoholism began in the early 1970s and was redesigned earlier in this decade. Presently, there is little potential for major new sources of governmental funding, and voluntary agencies are burdened by their current level of services. I believe our challenge now is to build on increasing public support for treating and preventing alcoholism and alcohol abuse within the framework of governmental, voluntary and private, for-profit agencies. Given the public mood to reduce health care costs and attain the highest quality of care, maximizing and coordinating all available resources must be a priority.

The overall winners of such coordination will be the individuals and families in need of services, so it is my contention that partnership is the direction New York State alcoholism agencies must go. □



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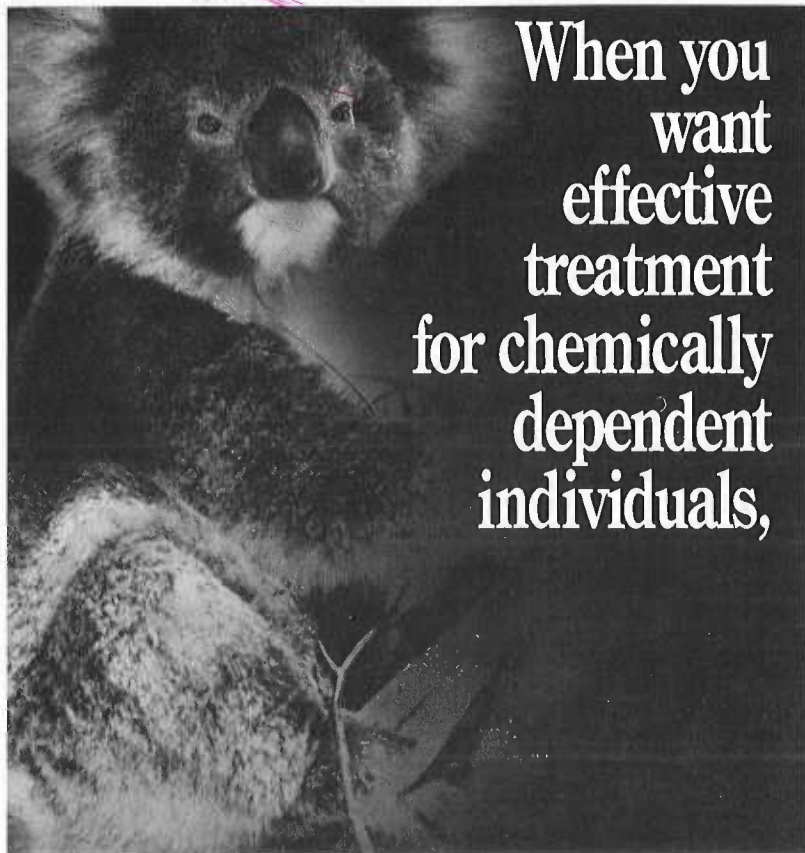
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Mainstreaming EAPs Into Corporate Life

The work of EAP practitioners primarily comprises restoral of impaired workers, loose cogs in an otherwise functional assembly of machine-like parts, to full productivity. Less attention has been given to organizational macro-issues, such as the gestalt-like properties of companies and improvement of communication between managers.

Why are the latter important? The ways that American companies do business are rapidly changing. They are extrinsically reflected in current television advertisements which strike patriotic themes and espouse worker ingenuity and corporate productivity. The message is that American companies once again are progressive, innovative, competitive, and are changing in fundamental ways.

In another commercial which exploits our sense of perception, it appears that a flock of birds is flying in a symmetric pattern in one direction, but with some subtle artistic changes, becomes a school of fish swimming in the other. The verbal message is: "Technology from a company called TRW lets us look at our world in fresh ways because there is more to everything than meets the eye. Tomorrow is taking shape at a company called TRW."

It is evident that companies are doing more than just pay-

ing lip service to revitalizing their business practices in a changing market. Volumes of books are being written on the "new" American management techniques. The really good news is that managers are reading them to apply their lessons, and business schools are gobbling them up! People want to know how Japanese and West German businesses operate differently and whether happier workers result in a higher productivity quotient.

According to John Naisbitt and Patricia Aburdene in *Reinventing the Corporation*: "The top-down authoritarian management style is yielding to a networking style of management, where people learn from one another horizontally, where everyone is a resource for everyone else, and where each person gets support and assistance from many different directions."

As always, experts say, corporations will continue to emphasize their bottom lines, but in the process are whittling away at those bureaucratic layers which they feel are unnecessary, facilitating communication between upper management and line workers. According to Mary Bernstein, manager of EAPs for GTE, "EAP practitioners will need to become more astute communicators and more knowledgeable about organizational issues in order to solidify themselves and their programs among all levels of management."

The responsibility for rearranging the various components of an organization for optimum productivity, and creating new lines of communication between them, lies with organizational development (OD) specialists.

This article was written by editor Rudy Yandrick. Thanks is given to the persons interviewed for their time and expertise.

ORGANIZATIONAL DEVELOPMENT

What is OD? It can be likened to doing for the work organization what EAP practitioners do for the individual worker. According to R. Kent Boesdorfer, manager of training and development for the Student Loan Marketing Association, "The technology of organizational development involves gathering data about the current state of an organization, having a clear vision of where you want to be that is different, and systematically moving the organization along that path through its structure and people."

Some EAP professionals with a strong sense for organizational issues feel that practitioners must cross the barriers which tend to isolate them from the rest of the workplace. "If EAP people continue to work behind closed doors and act like clinicians," says James Francek, manager of Exxon Corporation's Employee Health Advisory Program, "they will become more maladapted to the workplace. As I see it, we can run to the back room and try to protect our little turf, or we can expand our area of influence by aligning ourselves with other human resource professionals. This is an area of stretch that the EAP world has to go through. For this reason, my work draws me into organizational development concerns and other areas, such as wellness."

Francek says the traditional style of American management in which communication between various departments of a company is either absent or minimal has given ground to a synergistic approach, characterized by dynamic

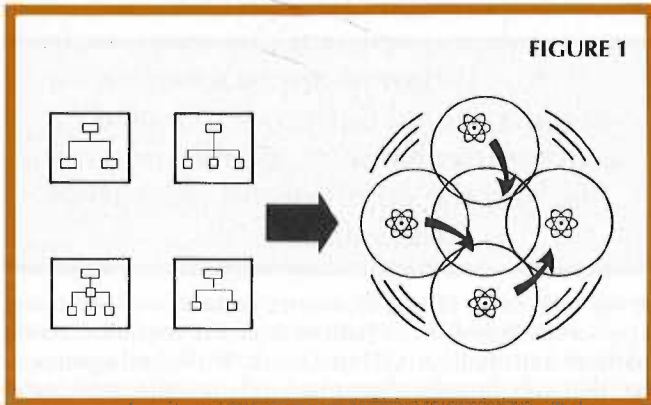


FIGURE 1

James Francek conceptualizes modern corporate restructuring as a change from isolated boxes (departments) to synergistic circles of activity which interact, and whose responsibilities intersect with other working groups.

work groups which have overlapping responsibilities and cannot effectively function in isolation (see Figure 1).

What has caused this shift? To be sure, the reasons are many and diversified. Peter Garn, an OD specialist for a west coast aerospace firm, says, "There is a changing



paradigm going on within the workplace. It is driven, in part, by the turnover of workers and their values. A lot of corporations are seeing the World War II generation retiring, with a large influx of younger workers with different values. Being created within American industry are different approaches to organizational design based on worker involvement, the quality of work life, and the emphasis on recreation and better health. Companies are becoming interested in what wellness and EAPs provide; they are taking a proactive approach and realizing that employee happiness affects the bottom line."

One catalyst for the growth of OD was foreign competition glutting the American marketplace. On the whole, traditional American management, to utilize the "X-Y" theory of management, was generally weighted on the paternalistic "X" side, while the "Y" side, which utilizes more worker participation (team building, management circles, etc.) was largely ignored. Carrying the "Y" concept a step further is the Japanese-style "Z," which has a built-in cultural component, in addition to extensive worker input. In the late 1970s, there developed a strong push in the United States to "go Japanese."

Experts say this immediate shift did not solve American productivity problems, but has contributed to an overall adjustment in management's top-down business approach. "The strength that we have is in our individualized orientation," says Garn. "Rather than imitate the management style of an entirely different culture, it is more powerful for us to mix the combination of independent thinkers and tap into a synergistic approach by collaborating and networking more. I think we are only beginning to realize our immense power as a competitive nation."

"Corporations will continue to emphasize their bottom lines, but in the process are whittling away at those bureaucratic layers they feel are unnecessary . . ."

PERIPATETIC WORK STYLES

Paul Hottle, an OD consultant who worked 17 years as a human resources manager with Control Data Corporation, concurs with Garn's "collaborating" frame of reference. He says that in-house practitioners must be more peripatetic, or itinerant, in their work styles. "An EAP practitioner needs to get out there among the workers," he says. "As managers, they need to walk around and collect data. Instead of being known as the man or woman who sits in an office waiting for people with problems to show up, be someone who is among the workers."

Ambitious EAP practitioners can also network by being involved in various management and community circles, notes Garn. "They can gain tremendous credibility and power by sitting on different policymaking boards and getting somewhat politically active in the community and corporation. For example, why not get on a wellness board that recommends policies to CEOs? If there is not one in existence, create one! This also gives EAP people access to more information and good research, such as trade-off studies on cost containment and how it influences profitability. They need to talk that bottom-line language which makes up decision-makers' minds and creates policy."

How is it that EAPs can enhance their rank among managers? EAPs hear the comments of, not only workers with alcohol and drug problems, but those with stress-induced and emotional problems, also. No one else in the workplace fulfills that function. As workers ventilate their fears and frustrations under the blanket of confidentiality, the practitioner may notice dysfunctional patterns occurring departmentally, OD experts note. By being part of a management team which makes recommendations to the CEO or another high official, the practitioner can channel information which may improve overall functioning of the company while, of course, protecting the confidentiality of workers. Joining a management team, incidentally, would offer a good chance to request more time with supervisors in training sessions.

The research of professors Harrison M. Trice at Cornell University and Janice M. Beyer at the State University of New York (Buffalo) acknowledges the need for more management collaboration, bottom-line fluency, and suggests a restored emphasis on job performance. They write: "As long as the managerial support for EAP programs rests primarily

upon acceptance of the underlying ideology, it is important for the programs' continued survival that the movement retain an ideology that is compatible with management thought. Our data suggest that managers consider improving performance to be the primary rationale for these programs, and that the humanitarianism embodied in these programs is justified to many managers only if it contributes to performance. Rarely, and only as an afterthought, did managers say that these programs were justified simply because they helped employees feel better and lead better lives. Because these programs have been built and sold on the basis of an ideology that blends performance-oriented and humanitarian ideologies that are well-established in managerial thought, proponents of the EAP movement run grave risks if they succumb to cooptation by the 'helping professions' and to other pressures that favor discarding all concern with performance and basing the movement and its programs solely on the extension of compassion. In order to retain its appeal to management, the EAP movement needs to continue to blend both ideologies."²

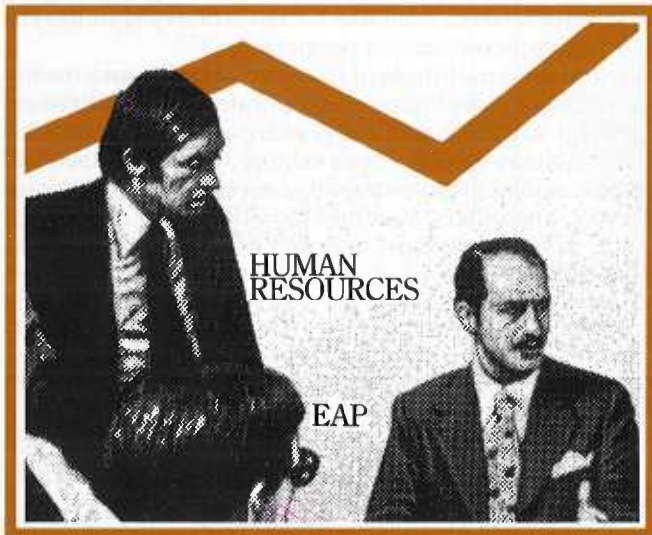
We know of no quantified data on the average life expectancy of an EAP practitioner, but we suspect it is brief. This gels with Paul Hottle's philosophy that the secret to an individual's longevity is diversification of skills. "EAPs and their managers often share the same fate as training programs, public relations, and community relations," he says. "In good times these programs are fostered, but in bad times they are frills. But they come back when the good economic tide returns. My recommendation is that these managers diversify as much as possible." Hottle says that during his career,

". . . different approaches to organizational design (are) based on worker involvement, quality of work life, and the emphasis on recreation and health . . ."

he has followed a zigzag of alternative paths, at times being a personnel generalist, a human relations specialist, a line manager and finally an OD specialist. "It allowed a perspective that was broader than many of my colleagues, who stayed within their narrow specialty."

CASES IN POINT

Survival issues such as these may affect practitioners in many and diverse ways. For example, in one business characterized by rapid turnover and rapid vertical mobility among managers, the veteran in-house EAP practitioner faces a dilemma. His immediate supervisor, who shares his altruistic devotion to helping impaired employees and has



routinely approved treatment referrals, will be promoted in six months. There are five apparent candidates to fill the supervisory slot. Of them two have been vocally critical of EAPs as extra management baggage and a financial sieve.

When it hit home that his program could be jilted within the year, he met with his current supervisor to map a logistical strategy. "Based on my knowledge of the organization," he explains, in this real-life perplexity, "we studied the track records of each candidate. We both agreed that it is now up to me to pigeonhole each of them and make them aware of the pros about the EAP and my service, especially from a cost-effectiveness standpoint, before one of them has the authority to unravel the whole program. It's behind the scenes, but not unhandled." This case, still unresolved, illustrates how an entrenched mid-level manager is struggling to stay afloat in a transient organization. The employee assistance professional has deduced that the corollaries for his continued employment are identifying which superiors to confide in, what the limits of the newcomer will be, and how to lobby in his own best interest. This and similar tactics are apparently becoming a commonality as EAPs fight to remain in the knitting of American business and industry.

Several interrelated OD issues have also affected EAP caseloads. "None of us had previously experienced the effects of widespread mergers, takeovers and downsizing," says Mary Bernstein. "They create a very insecure work environment. Employees are concerned about their continued employment, power and career goals. All of these are often disrupted, especially among managers, in which there can be a duplication of jobs."

Jim Francek adds that caseloads may be forever changed by stress-related referrals. "With organizations downsizing," he says, "workers are being impacted in a negative way. Many companies have sent a message that 'we will always

be there for you if you are a hard worker.' Now they find themselves in economic straits and laying off people left and right. There has been a shift in that corporate culture when the perceived psychological contract with employees has been broken and results in a number of serious problems."

He notes increased stress-related illnesses with the wide deployment of computers in business and industry. "Companies bring in these computers," he says, "and expect people to communicate with this flow of electronic information. What it does is make a person's work visible at all times to other people, as opposed to when only a worker's final product was presented. You put an incomplete idea on line and the supervisor can view it at any time, the demand for perfectionism has changed from end result to every stage in the process."

CONTRACTORS

If understanding OD is advantageous to in-house practitioners, it is the very lifeblood of contractors. Always being on the outside looking in, and working with different companies at once, makes the winds of corporate change even trickier. Labor union representatives, because they work with multiple companies, may also find the following information helpful.

"... the practitioner can channel information which may improve overall functioning of the company while protecting confidentiality."

According to Francek, who also contracts with a large EAP provider in the United States, "Contractors have a special challenge, since they are not integrated into the company. Their knowledge of the internal workings of the company is always a number of levels removed and, therefore, integration is more difficult. They have to find a way to tap into the life flow of the organization and meet on a regular basis with appropriate internal company contacts."

In another real-life case study, an EAP contractor consulted with a troubled employee's supervisor and inadvertently suggested that the worker could not be fired because of the problem for which the employee was referred. "Up to that point, I had been treated like a family member by management, supervisors and employees," the practitioner notes. "Then all of a sudden, I was treated like a leper. The word from management to avoid me must have come down at the speed of light. It was a bizarre turn of events when, all of a sudden, no one would even talk to me. It seems that I stepped across the invisible line dividing acceptable and unacceptable conduct."

“. . . because of their uniqueness, EAPs can justify their presence despite the meanderings of business.”

She notes, incidentally, that through a series of apologies and meetings with managers, she was restored to favorable, although uneasy, standing. She also insists that contractors must “learn the unwritten rules, not just policy manual literature, which govern survival in each business organization they do business with.” She believes that recognizing the “unwritten rules” of business practice is tantamount to survival insurance.

Brenda Blair, president of Blair Associates, a management consulting firm for EAPs, offers some suggestions to avoid the blackball treatment and lost contracts. “It is extremely important for EAP contractors to understand a corporate culture,” she says. “Most basically, it influences the types of cases presented to the EAP staff. For example, a hospital which is 75% women, many of them younger, will have quite a different case mix from a manufacturing firm, 60% men, many of them older. Corporate culture can have an influence on how people view helpers and the acceptability of asking for help. Internal program promotion strategies will differ depending on the culture.”

She places the same emphasis on working with managers and supervisors. “If the EAP professional is unfamiliar with the normal operating procedure, both formal and informal,” she says, “it is likely that the EAP staff may recommend actions which are not consistent with what the organization expects. A manager wants to know that the EAP staff recommendations are both logical from an EAP standpoint and consonant with usual management behavior in the organization. The bottom line for the manager, though, is whether or not his or her life as a manager is better as a result of having utilized the EAP.”

Blair says a contractor should convey a sense of cheerful readiness when needed by the client company. Those external providers who say “call us if you need us” may get the short shrift, while those taking the initiative in communication will most often earn the longstanding contracts.

STRONG CASE FOR EAPs

While EAPs will need to stay abreast of the larger organizational issues discussed in this article, Kent Boesdorfer believes that, because of their uniqueness, EAPs can justify their presence despite the meanderings of business. “From the ‘X’ and ‘Y’ perspectives, you can make a good case for the existence of EAPs either way. While management used to say, ‘we need to protect our people from themselves and provide health services,’ they are now saying, ‘we need to

have extra services available for our workers from health-care and cost-containment perspectives.”

There are a multitude of issues which play into the organizational development, corporate culture and management activities not fully addressed in this article. They include mergers, downsizing, the “privitization” of state and local governments, cost containment, scope of EAPs, and others. Volumes have been written on all of them. New issues will almost certainly be identified from the perspectives of unions. We hope that this article helps facilitate more discussion on these vital issues as EAPs forge into the future.

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EAP-RELATED

Klarreich, Samuel H., James L. Francek and C. Eugene Moore. *The Human Resources Management Handbook: Principles and Practice of Employee Assistance Programs*, New York, NY, 1985.

Contains a foreword titled “Historical Perspectives of EAPs,” by Lewis F. Presnall, with sections on policies, procedures and marketing, EAP models, roles, training, research and evaluation, preventive approaches, and critical issues.



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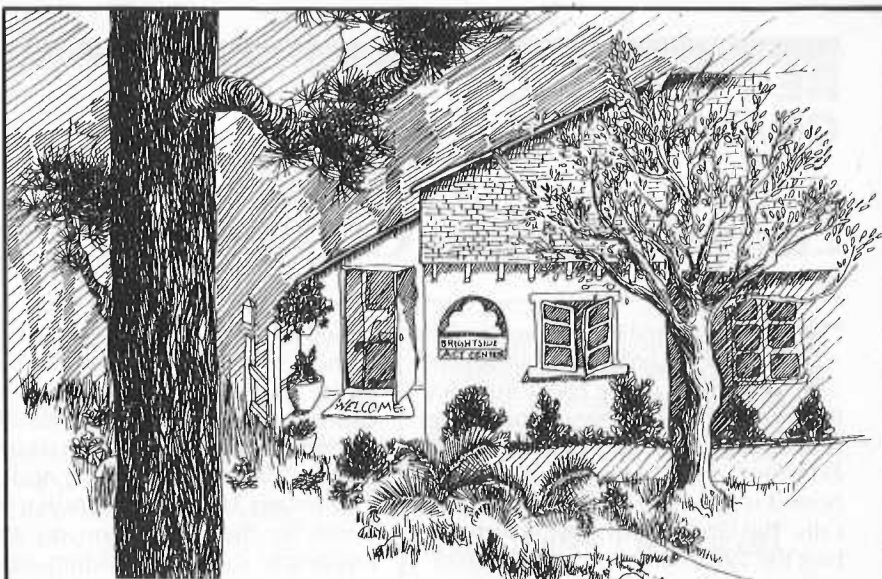
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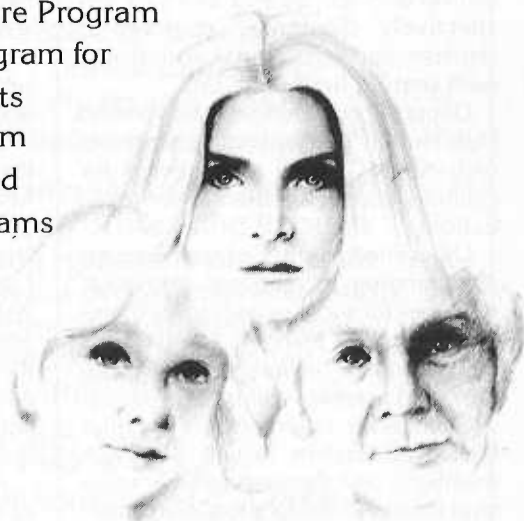
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REGIONS AND CHAPTERS

Eastern Region Conference Update

The Eighth Annual Eastern Region ALMACA Conference will be held June 8-11 at the Hyatt Regency Buffalo in Buffalo, New York. This year's program is being hosted by the Erie/Ontario Chapter, which also hosted last year's regional in Niagara Falls. The Pittsburgh Chapter, which will host the 1987 conference, is assisting.

Program chairperson Roger Beamer, with help from deputy Beth Brown and others on the Abstract Review Subcommittee, are currently reviewing submissions for speaking engagements in the 28 workshop slots. A special moderator and presenter briefing is being planned for the evening of Sunday, June 8, for advance workshop preparation.

Back by popular demand will be the "Open Forum," which will feature an update on ALMACA's credentialing activities and plans.

Conference finance chairperson Larry Weir reports that the sponsors are holding the line on fees this year. Preregistration is \$40 for members and \$50 for nonmembers, the same as in 1985. On-site registration fees will be \$65 and \$75, respectively. Conferees are urged to register early for meal functions, with seating limited to 250.

Deputy conference chairperson Dan Norton is coordinating activities with ALMACA staff Judith Evans for exhibits, and Debra Bradley for registration.

Other Erie/Ontario Chapter members are planning recreational festivities. Activities for spouses and family members are being planned, the baseball Bisons will be in town, and a "Fun Run" and aerobics will be offered.

Conference chairperson Ed Carter invites all Eastern Region ALMACA members, and those elsewhere, to attend the eighth Eastern Region Conference to learn from colleagues, meet new friends, and greet old ones. He is sure that everyone on hand will be surprised by the growth, development and beauty of Buffalo.

Additional notes: From the proceeds of the seventh Eastern Region Conference, \$5,000 was contributed to national ALMACA. Additional information on the coming regional conference will be published in the April and May issues. *THE ALMACAN* thanks Ed Carter for the information on which this article is based, and inquiries on the coming conference can be directed to Ed at (716) 885-0701.

Louisiana Wellness Seminar

On December 5, 1985, the Louisiana Chapter of ALMACA aligned with the Louisiana Association of Business and Industry (LABI), NASW, Louisiana Hospital Association and Louisiana State Medical Association to cosponsor the first statewide seminar on wellness programs.

Over 125 representatives from business and provider groups attended the "Wellness in the Workplace" seminar, which featured four presenters, a panel discussion with six experts from the health care industry, and a wrap-up session. Also in attendance was ALMACA Executive Director Tom Delaney, who discussed national ALMACA activities.

During topics and discussions for the presentations were: controlling health costs through wellness programs, with Kenneth I. Arfa, Baylor Enterprises Group; EAPs, with Theodore J. Innes, Jr., Alcohol and Drug Abuse Association of Louisiana; physical wellness, with Dr. Wren R. Nealy, Exxon Refinery, Baton Rouge; and the impact of wellness programs on productivity, with Dr. Roger Cadwalder, Cadwalder Behavior Clinic.

According to Patti Moore, director of the LABI Health Care Council, "The biggest piece of news to come out of the presentations on EAPs was about their cost effectiveness. Participants were very impressed by the amount of increase in employee performance

compared with the minimal cost of the program."

She notes that the seminar responded to a lack of knowledge about EAPs and wellness issues in Louisiana. "Our research shows that (the state's) employers do not have the same information known to employers in other states regarding EAPs and their benefits. We wanted to give them that information," says Moore. She adds that the audience ranged from individuals who did not know what "EAP" stands for to in-house practitioners.

Based on the success of the December conference, another is being planned for later this year. Moore says it will likely continue to address wellness and look at the design of employee benefits.

Canadian Conference Draws 300

The following report was provided by R.W. (Bob) LaRoy, president of the Western Canada ALMACA Chapter.

The first biannual conference on Employee Assistance Programs to be held in British Columbia, Canada, took place at the Delta River Inn in Richmond, B.C. on November 14-15, 1985. Entitled "Awareness 85," it was jointly developed and supported by management, labor and government organizations in British Columbia (including representation from the Western Canada Chapter of ALMACA) with the additional support of Labor Canada.

The purposes of "Awareness 85" were to raise the level of awareness of the values and concepts of EAPs among employers and unions in British Columbia, provide EAP personnel with the opportunity to upgrade their information and effectiveness in the programs they represent, and provide a forum for interaction between EAP personnel and treatment resources to better understand one another's expectations and limitations.

Over 300 participants attended, with both labor and management representation. The conference focused solely on joint labor/management EAPs and featured joint presentations during 19 workshops. The B.C. Minister of Labor, Terry Segarty, was the guest speaker following the Friday, November 15 luncheon. Eight Western Canada Chapter ALMACANs made presentations in various workshops, chaired others and formed part of the wrapup session, "Forum on Issues."

This conference seems to have contributed positively to the labor/management relations environment in the province. Western Canadian ALMACANs hope to be able to foster continuing development in program issues and skill enhancement of EAP practitioners.

New Officers

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President, **Mary Lou Street**, Birmingham

Vice President, **Anne Volker**, Alcoholism Council of Central Alabama, Birmingham

Secretary/Treasurer, **Nanci Turner-Shults**, Alcoholism Council, Birmingham

Membership, **Brenda Dyess**, University of Alabama at Birmingham, Birmingham

MAINE CHAPTER

President, **Kevin Michael Parker**, State of Maine, Hallowell

Vice President, **Ben Conant**, Maine State Employees Association, Augusta

Secretary, **Polly Moutevelis Karris**, University of Maine at Orono, Orono
Treasurer, **Ronald Anton**, Jackson Brook Institute, South Portland

Two Maine Members Honored

Two special award presentations were recently made by the Maine Chapter. The first went to its first chapter president, Al Young, who retired on January 23, but will provide EAP consultation for the Maine Yankee Atomic Power Company. The second went to Dick Loomer, who became president after Al and in whose term the first state conference on EAPs was held. They have been appointed to the chapter's Executive Advisory Committee. □

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Labor Studies are Academic at the George Meany Center

If an historical account was written of the AFL-CIO, it would probably be divided into segments on labor organizing, political acumen, collective bargaining, arbitration, spearheading strikes and vanguarding labor reforms. The part about the pursuit of academic excellence would probably be underplayed.

That is changing. Labor's modern-day antithesis to the gregarious union hall meeting or organizational rally is the serene George Meany Center for Labor Studies, which sits nestled among 47 acres of maples and pines in Silver Spring, Maryland, just north of Washington, D.C. There, on a self-contained "campus" once known as Xavarian College, affiliated union representatives are schooled on traditional and progressive labor theory.

Embellished with paintings and sculptures, the Administration Building's lounge dares to resemble more a museum of modern art. With its well-appointed guest quarters, banquet halls, exercise rooms and theater, the Center could hand-somely double for a scaled-down Ivy League institution.

The AFL-CIO bought the facility in 1971, renovated it and opened for business three years later. The George Meany Center is separately licensed but retains close ties with the Federation, which pays a stipend for all educational activities. (Students pay only room and board.)

TRAINING FOR STAFF & AFFILIATES

Why did the AFL-CIO leaders invest big in education? According to Richard Dwyer, deputy director and one of the architects of the Center's curriculum, "They felt that corporations like Xerox, IBM and others were becoming very sophisticated in their education and training programs. They all had their own training institutes, and the labor movement needed to respond in kind. Now the education is available for prime staff of affiliated unions." Because the Center is not directly affiliated as many unions are, its coursework is not restricted by Federation policies, which Dwyer says allows for more diversification of ideas.

The labor studies program originated on a more modest scale, with classes first held in 1969 in the basement of 1500

Massachusetts Avenue Hotel in Washington, D.C., around the corner from the AFL-CIO headquarters. "The Federation's educational component took a monumental step forward when it moved to a quadrangle type of complex, which is more conducive to study and contemplation. We have a greater physical separation from AFL-CIO headquarters now, but are still close enough for easy access," says Dwyer.

SUBSTANCE ABUSE PROGRAM

Recently, a course was initiated which interested some of ALMACA's labor members. Twenty-two representatives of labor EAPs, community services and training programs attended "Substance Abuse in the Workplace," an intensive, one-week course held January 13-17. It was hosted in cooperation with the Community Services Department of the AFL-CIO and filled a void in the Center's training regimen. "Frank Emig, the new community services director, was well aware of the need for a course on substance abuse," says Dwyer. "He came over from the Organizing and Field Services Department, so he had previously been in touch with labor people all around the country.

"This course grew out of an arbitration class we offer. Workers were getting fired for alcohol and drug abuse, and



The George Meany Center sits nestled among 47 acres of pines and maples in Silver Spring, Maryland.



Richard Dwyer instructs during "Substance Abuse in the Workplace" program.

union representatives were saying, 'We're facing these situations and don't know how to defend our members,' he adds. During arbitration cases, labor representatives frequently win the short-term battle of getting the employee reinstated, but lose the war because chemically dependent workers almost invariably get fired again.

"Often we get the worker off the hook because management made some kind of mistake the first time," says Dwyer. "But the second time management usually gets it done right. We are teaching that the worker needs to be put into a treatment program before the situation becomes this serious. It has helped us a lot to deal with chemical dependency as an illness, and we are looking at the proper role of union-sponsored programs."

The course, which will be offered annually, was formatted for part lecture, part open discussion. Among the speakers were: Keith McClellan, Tri-County EAP, lecturing on the history of the labor movement in substance abuse; Dr. Ann Geller, Smithers Center, on the disease concept of alcoholism; Paul Samuels, Legal Action Center, on employees rights; and Barbara Feuer, Association of Flight Attendants EAP, on women and substance abuse.

Students also discussed their programs, as did other guest lecturers. Among them were: Jack Hennessy, director of the International Longshoremens' Alcoholism Program; and Bob Cawley, executive director of the United Labor Agency of Essex and West Hudson, New Jersey. "It was during this sharing part of the classes that people made comments like, 'Hey, that's something I can do. I can modify my program like that,'" says Dwyer.

Classes at the Center run the whole gamut of labor issues, including labor law, organizing, the evolution of work, plant closings and others, each with a corresponding five-day course. Additionally, a college degree program is offered in conjunction with Antioch University, from which 80 students have graduated in labor studies. Dwyer says the Center also provides specialized services for the AFL-CIO's affiliated unions. "For instance," he adds, "I recently taught a program for the Amalgamated Transit Union, which wants to prepare its officers to be better managers of local union af-

fairs. I have been meeting with ATU to find out more about their structure and their needs, and have developed an educational program around it." He notes that other unions use the Center as a small, makeshift convention hotel. Recently, for example, the Association of Flight Attendants borrowed the facility to conduct a "Leadership Training Week" for 60 of its representatives.

Annually, the Center conducts 20-25 week-long training programs, such as for substance abuse, and about the same number for both those jointly run with an affiliated union, and those handled exclusively by an affiliate. Additionally, two two-week programs are offered; one for new union staff, the other on advanced organizing.

MORE THAN WINDOW DRESSING

AFL-CIO headquarters regards the Center as more than window dressing relegated to obscurity behind larger priorities. The Center's board of trustees is composed partially of AFL-CIO Chairman Lane Kirkland, Secretary/Treasurer Thomas Donahue, and international union presidents. Dwyer notes that during his AFL-CIO presidency, George Meany made frequent trips to the Center, named in his honor. Now, Kirkland and Donahue make periodic stops to lecture students.

"... the Center is more than window dressing relegated to obscurity behind larger AFL-CIO priorities."

Over the years, large chunks of the labor populace have graduated from the Center, at a rate of 3,500-4,000 annually. The bulk of participants are from the industrial northeast United States, but students arrive from all 50 states.

Dwyer hopes that more union training facilities are opened elsewhere. Facilities funded by individual unions are common in Canada, West Germany and Sweden, where 10 sites exist for a total country population of only 8 million people. At home, the United Auto Workers maintain an educational training center at Black Lake in Onnaway, Michigan, the United Steelworkers likewise in Pittsburgh, Pennsylvania, and the International Association of Machinists and Aerospace Workers in Hollywood, Maryland.

He believes that the longevity of such facilities will depend on how well they, as well as the hosting union, adapt to progress in the workplace. "Here at the Center," he concludes, "we are always in the process of change. We are doing some strategic planning right now, looking at the external environment, studying our opportunities and the constraints imposed upon us as an organization, and will plan our curriculum in light of the changing conditions of the U.S. labor movement. I believe this will be the singularly most important factor in our future prosperity." □

ALMACA & EAP INFOTRACKS

Survey: Treatment Staff Smoking

Lee Wenzel, Honeywell Corporate Manager, EAP—Human Resources, conducted an informal survey at the 14th Annual Meeting in Boston. The following is a report of the information he received.

At the Annual Meeting, I surveyed a random selection of treatment center exhibitors by asking two "trick" questions. They were:

"Do you have a policy regarding the use of mood-altering, addictive substances by staff while at work?"

"Do you consider smoking a mood-altering, addictive substance?"

It has always seemed particularly incongruous to me that the staff working at addiction treatment centers could be addicted to nicotine, a mood-altering substance of destructive proportions. According to Jonathan E. Fielding, M.D., "The estimated annual excess mortality from cigarette smoking in the United States exceeds 350,000, more than the total number of American lives lost in World War I, Korea and Vietnam combined." (New England Journal of Medicine, August 22, 1985)

In my survey, I discovered that:

- of 14 treatment centers, nine are smoke-free at group meetings! Most of these have confined smoking to one or two lounges. One has gone so far as to have smoking and non-smoking restrooms. Another directs the non-smokers to use the dining room first before it becomes polluted.

- no one distinguished smoking for staff from smoking for clients. Many wanted to talk about the issue of whether clients can be expected to give up smoking at the same time as other drugs. No one knew of any research on the success or ease of sobriety for non-smokers vis-a-vis smokers. Several indicated that for them, personally, nicotine was harder to give up than alcohol.

- Little Hills-Alina Lodge of New Jersey, which specializes in relapsed persons, was the only adult facility mentioned as non-smoking. None of the group therapists at Seabrook House smoke. One company with several treatment centers said that it has one adolescent treatment center which is smoke free. (Should it be different for adolescents?)

- several treatment centers are limiting sugar and caffeine use.

- finding a non-smoking AA group seems to be more difficult than a non-smoking treatment center. One person said that the only group he had found was one divided by a wall, with the non-smokers being included by means of closed circuit television.

- only one person expressed any feeling that my questions were inappropriate. I began this little survey feeling devious, but found people very direct and concerned about the issue. Everyone, both smokers and non-smokers, wanted to discuss it with me.

- EAP counselors and purchasers of services can effect change by asking treatment centers about their policies and giving preference in referrals to treatment centers in which staff exhibit non-smoking behavior. This was encouraged by many who wanted help in changing their own policies.

For treatment centers, I suggest a re-consideration of policies in regard to smoking. Without any specific reference, many of them say they prohibit mood-altering, addictive substances.

To EAP practitioners, you may want to consider the issue of smoking by treatment center staff as an additional referral criterium.

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