

STATE OF TEXAS §
 §
COUNTY OF FORT BEND §

**AGREEMENT FOR EMPLOYEE ASSISTANCE PROGRAM
PURSUANT TO RFP 22-027**

THIS AGREEMENT is made and entered into by and between Fort Bend County, (hereinafter "County"), a body corporate and politic under the laws of the State of Texas, and **DEER OAKS EAP SERVICES, LLC** (hereinafter "Contractor"), a company authorized to conduct business in the State of Texas.

WITNESSETH

WHEREAS, County desires that Contractor provide employee assistance program services (hereinafter "Services") pursuant to RFP 22-027; and

WHEREAS, Contractor represents that it is qualified and desires to perform such services.

NOW, THEREFORE, in consideration of the mutual covenants and conditions set forth below, the parties agree as follows:

AGREEMENT

Section 1. Scope of Services

- A. Contractor shall provide EAP Services, commonly known as Employee Assistance Program Services ("EAP") to county employees, current and retired, and their immediate family members ("Participants") in the Fort Bend County area in accordance with the advertised specifications of RFP 22-027, which is incorporated by reference and the services described in Contractor's proposal for RFP 22-027,, attached and incorporated Exhibit A to this Agreement. Contractor shall meet or exceed RFP 22-027 and Exhibit A unless requirements are modified by the written agreement of the Parties (hereinafter "Services"). Any Services listed as "Optional Services" in Exhibit A are excluded unless specifically requested by and agreed to in writing by County.
- B. Contractor shall not bill or otherwise solicit payment from Participants, County or from County's group health plan for Services, other than as provided for in the Compensation and Payment Section of this Agreement.

- C. Contractor shall communicate all requests for direction, factual or statistical information relating to Services to the Fort Bend County Risk Management Director. However, the Fort Bend County Risk Management Director shall not serve as the agent of Fort Bend County or the Commissioners Court for any purpose other than conveying factual or statistical information. Contractor may rely on all factual or statistical information supplied by the Fort Bend County Risk Management Director in response to these requests.
- D. Contractor shall maintain complete and accurate records for services provided. Any medical records maintained by Contractor in connection with this Agreement shall be property of each individual participant and Contractor shall be the custodian of the records and data during the term of this Agreement. Contractor shall comply with all federal and state medical record requirements including but not limited to the Health Insurance Portability and Accountability Act. Contractor will at all times comply and require that any subcontractor comply with all applicable provisions of such laws, regulations and policies. The confidentiality of personal health information, as defined by HIPAA, that may be shared between Contractor and County's Third Party Administrator shall be covered and governed by a Business Records Associate Agreement.
- E. The retention of all medical records shall be in compliance with applicable State and Federal laws and it is the responsibility of Contractor to ensure compliance. Contractor shall develop and implement policies, standards and procedure to protect the confidentiality and security of the medical records and ensure that all employees are trained to adhere to security requirements.

Section 2. Personnel

- A. Contractor represents that it presently has, or is able to obtain, adequate qualified personnel in its employment for the timely performance of the Scope of Services required under this Agreement and that Contractor shall furnish and maintain, at its own expense, adequate and sufficient personnel, in the opinion of County, to perform the Scope of Services when and as required and without delays.
- B. All employees of Contractor shall have such knowledge and experience as will enable them to perform the duties assigned to them. Any employee of Contractor who, in the opinion of County, is incompetent or by his conduct becomes detrimental to the project shall, upon request of County, immediately be removed from association with the project.

Section 3. Compensation and Payment

- A. Contractor's fees shall be calculated at the rates set forth in the attached Exhibit A, which is \$1.91 per employee, per month. The Maximum Compensation for the performance of Services within the Scope of Services described in Exhibit A shall not exceed eighty-two thousand five hundred twelve and 00/100 (\$82,512.00). In no case shall the amount paid

by County under this Agreement exceed the Maximum Compensation without an approved change order

- B. Contractor understands and agrees that the Maximum Compensation stated is an inclusive amount and no additional fee, cost or reimbursed expense shall be added whatsoever to the fees stated in the Exhibit(s). All performance of the Scope of Services by Contractor including any changes in the Scope of Services and revision of work satisfactorily performed will be performed only when approved in advance and authorized by County.
- C. County will pay Contractor based on the following procedures: Upon completion of the tasks identified in the Scope of Services, Contractor shall submit to County two (2) original copies of invoices showing the amounts due for services performed in a form acceptable to County. County shall review such invoices and approve them within 30 calendar days with such modifications as are consistent with this Agreement and forward same to the Auditor for processing. County shall pay each such approved invoice within thirty (30) calendar days. County reserves the right to withhold payment pending verification of satisfactory work performed.

Section 4. Limit of Appropriation

- A. Contractor clearly understands and agrees, such understanding and agreement being of the absolute essence of this Agreement, that County shall have available the total maximum sum of eighty-two thousand five hundred twelve and 00/100 (\$82,512.00) specifically allocated to fully discharge any and all liabilities County may incur.
- B. Contractor does further understand and agree, said understanding and agreement also being of the absolute essence of this Agreement, that the total maximum compensation that Contractor may become entitled to and the total maximum sum that County may become liable to pay to Contractor shall not under any conditions, circumstances, or interpretations thereof exceed eighty-two thousand five hundred twelve and 00/100 (\$82,512.00).

Section 5. Term

This Agreement is effective as of April 1, 2022 and shall terminate on March 30 ,2023 unless sooner terminated in accordance with this Agreement. The Parties acknowledge and agree that Services have been and will be supported by good and valuable consideration during the Term of this Agreement, the sufficiency of which is acknowledged by the Parties. This Agreement is renewable annually for four (4) years (through September 30, 2027) under the same terms and conditions if mutually agreeable by both parties.

Section 6. Termination

- A. Termination for Convenience: County may terminate this Agreement at any time upon thirty (30) days written notice issued by the County Judge or the Department Head.
- B. Termination for Default
 - 1. County may terminate the whole or any part of this Agreement for cause in the following circumstances:
 - a. If Contractor fails to perform services within the time specified in the Scope of Services or any extension thereof granted by the County in writing;
 - b. If Contractor materially breaches any of the covenants or terms and conditions set forth in this Agreement or fails to perform any of the other provisions of this Agreement or so fails to make progress as to endanger performance of this Agreement in accordance with its terms, and in any of these circumstances does not cure such breach or failure to County's reasonable satisfaction within a period of ten (10) calendar days after receipt of notice from County specifying such breach or failure.
 - 2. If, after termination, it is determined by County that for any reason whatsoever that Contractor was not in default, or that the default was excusable, services may continue in accordance with the terms and conditions of this Agreement or the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the County in accordance with Section 6A above.
- C. Upon termination of this Agreement, County shall compensate Contractor in accordance with Section 3, above, for those services which were provided under this Agreement prior to its termination and which have not been previously invoiced to County. Contractor's final invoice for said services will be presented to and paid by County in the same manner set forth in Section 3 above.
- D. If County terminates this Agreement as provided in this Section, no fees of any type, other than fees due and payable at the Termination Date, shall thereafter be paid to Contractor.

Section 7. Modifications and Waivers

- A. The parties may not amend or waive this Agreement, except by a written agreement executed by both parties.

- B. No failure or delay in exercising any right or remedy or requiring the satisfaction of any condition under this Agreement, and no course of dealing between the parties, operates as a waiver or estoppel of any right, remedy, or condition.
- C. The rights and remedies of the parties set forth in this Agreement are not exclusive of, but are cumulative to, any rights or remedies now or subsequently existing at law, in equity, or by statute.

Section 8. Ownership and Reuse of Documents

All documents, data, reports, research, graphic presentation materials, etc., developed by Contractor as a part of its work under this Agreement, shall become the property of County upon completion of this Agreement, or in the event of termination or cancellation thereof, at the time of payment under Section 3 for work performed. Contractor shall promptly furnish all such data and material to County on request.

Section 9. Inspection of Books and Records

Contractor will permit County, or any duly authorized agent of County, to inspect and examine the books and records of Contractor for the purpose of verifying the amount of work performed under the Scope of Services. County's right to inspect survives the termination of this Agreement for a period of four years.

Section 10. Insurance

- A. Prior to commencement of the Services, Contractor shall furnish County with properly executed certificates of insurance which shall evidence all insurance required and provide that such insurance shall not be canceled, except on 30 days' prior written notice to County. Contractor shall provide certified copies of insurance endorsements and/or policies if requested by County. Contractor shall maintain such insurance coverage from the time Services commence until Services are completed and provide replacement certificates, policies and/or endorsements for any such insurance expiring prior to completion of Services. Contractor shall obtain such insurance written on an Occurrence form from such companies having Bests rating of A/VII or better, licensed or approved to transact business in the State of Texas, and shall obtain such insurance of the following types and minimum limits:
 - 1. Workers Compensation in accordance with the laws of the State of Texas. Substitutes to genuine Workers' Compensation Insurance will not be allowed.
 - 2. Employers' Liability insurance with limits of not less than \$1,000,000 per injury by accident, \$1,000,000 per injury by disease, and \$1,000,000 per bodily injury by disease.

3. Commercial general liability insurance with a limit of not less than \$1,000,000 each occurrence and \$2,000,000 in the annual aggregate. Policy shall cover liability for bodily injury, personal injury, and property damage and products/completed operations arising out of the business operations of the policyholder.
 4. Business Automobile Liability coverage applying to owned, non-owned and hired automobiles with limits not less than \$1,000,000 each occurrence combined single limit for Bodily Injury and Property Damage combined.
 5. Professional Liability insurance \$1 million per occurrence/\$3 million aggregate.
- B. County and the members of Commissioners Court shall be named as additional insured to all required coverage except for Workers' Compensation and Professional Liability (if required). All Liability policies written on behalf of Contractor shall contain a waiver of subrogation in favor of County and members of Commissioners Court. For Commercial General Liability, the County shall be named as an Additional Insured on a Primary & Non-Contributory basis.
- C. If required coverage is written on a claims-made basis, Contractor warrants that any retroactive date applicable to coverage under the policy precedes the effective date of the Contract and that continuous coverage will be maintained or an extended discovery period will be exercised for a period of 2 years beginning from the time the work under this Contract is completed.
- D. Contractor shall not commence any portion of the work under this Contract until it has obtained the insurance required herein and certificates of such insurance have been filed with and approved by Fort Bend County.
- E. No cancellation of or changes to the certificates, or the policies, may be made without thirty (30) days prior, written notification to Fort Bend County.
- F. Approval of the insurance by Fort Bend County shall not relieve or decrease the liability of the Contractor.

Section 11. Indemnity

CONTRACTOR SHALL INDEMNIFY AND DEFEND COUNTY AGAINST ALL LOSSES, LIABILITIES, CLAIMS, CAUSES OF ACTION, AND OTHER EXPENSES, INCLUDING REASONABLE ATTORNEYS FEES, ARISING FROM ACTIVITIES OF CONTRACTOR, ITS AGENTS, SERVANTS OR EMPLOYEES, PERFORMED UNDER THIS AGREEMENT THAT RESULT FROM THE NEGLIGENT ACT, ERROR, OR OMISSION OF CONTRACTOR OR ANY OF CONTRACTOR'S AGENTS, SERVANTS OR EMPLOYEES. THE PARTIES AGREE THAT THIS INDEMNIFICATION PROVISION SHALL APPLY DURING THE PERFORMANCE OF SERVICES AS WELL AS DURING THE PERORMANCE OF ANY

CONTINUING OBLIGATIONS THAT MAY EXIST (IF ANY) AFTER THE EXPIRATION OF THIS AGREEMENT.

Section 12. Confidential and Proprietary Information

- A. Contractor acknowledges that it and its employees or agents may, in the course of performing their responsibilities under this Agreement, be exposed to or acquire information that is confidential to County. Any and all information of any form obtained by Contractor or its employees or agents from County in the performance of this Agreement shall be deemed to be confidential information of County ("Confidential Information"). Any reports or other documents or items (including software) that result from the use of the Confidential Information by Contractor shall be treated with respect to confidentiality in the same manner as the Confidential Information. Confidential Information shall be deemed not to include information that (a) is or becomes (other than by disclosure by Contractor) publicly known or is contained in a publicly available document; (b) is rightfully in Contractor's possession without the obligation of nondisclosure prior to the time of its disclosure under this Agreement; or (c) is independently developed by employees or agents of Contractor who can be shown to have had no access to the Confidential Information.
- B. Contractor agrees to hold Confidential Information in strict confidence, using at least the same degree of care that Contractor uses in maintaining the confidentiality of its own confidential information, and not to copy, reproduce, sell, assign, license, market, transfer or otherwise dispose of, give, or disclose Confidential Information to third parties or use Confidential Information for any purposes whatsoever other than the provision of Services to County hereunder, and to advise each of its employees and agents of their obligations to keep Confidential Information confidential. Contractor shall use its best efforts to assist County in identifying and preventing any unauthorized use or disclosure of any Confidential Information. Without limitation of the foregoing, Contractor shall advise County immediately in the event Contractor learns or has reason to believe that any person who has had access to Confidential Information has violated or intends to violate the terms of this Agreement and Contractor will at its expense cooperate with County in seeking injunctive or other equitable relief in the name of County or Contractor against any such person. Contractor agrees that, except as directed by County, Contractor will not at any time during or after the term of this Agreement disclose, directly or indirectly, any Confidential Information to any person, and that upon termination of this Agreement or at County's request, Contractor will promptly turn over to County all documents, papers, and other matter in Contractor's possession which embody Confidential Information.
- C. Contractor acknowledges that a breach of this Section, including disclosure of any Confidential Information, or disclosure of other information that, at law or in equity, ought to remain confidential, will give rise to irreparable injury to County that is inadequately compensable in damages. Accordingly, County may seek and obtain injunctive relief against the breach or threatened breach of the foregoing undertakings,

in addition to any other legal remedies that may be available. Contractor acknowledges and agrees that the covenants contained herein are necessary for the protection of the legitimate business interest of County and are reasonable in scope and content.

- D. Contractor in providing all services hereunder agrees to abide by the provisions of any applicable Federal or State Data Privacy Act.
- E. Contractor expressly acknowledges that County is subject to the Texas Public Information Act, TEX. GOV'T CODE ANN. §§ 552.001 et seq., as amended, and notwithstanding any provision in the Agreement to the contrary, County will make any information related to the Agreement, or otherwise, available to third parties in accordance with the Texas Public Information Act. Any proprietary or confidential information marked as such provided to County by Consultant shall not be disclosed to any third party, except as directed by the Texas Attorney General in response to a request for such under the Texas Public Information Act, which provides for notice to the owner of such marked information and the opportunity for the owner of such information to notify the Attorney General of the reasons why such information should not be disclosed. The terms and conditions of the Agreement are not proprietary or confidential information.

Section 13. Independent Contractor

- A. In the performance of work or services hereunder, Contractor shall be deemed an independent contractor, and any of its agents, employees, officers, or volunteers performing work required hereunder shall be deemed solely as employees of contractor or, where permitted, of its subcontractors.
- B. Contractor and its agents, employees, officers, or volunteers shall not, by performing work pursuant to this Agreement, be deemed to be employees, agents, or servants of County and shall not be entitled to any of the privileges or benefits of County employment.

Section 14. Notices

- A. Each party giving any notice or making any request, demand, or other communication (each, a "Notice") pursuant to this Agreement shall do so in writing and shall use one of the following methods of delivery, each of which, for purposes of this Agreement, is a writing: personal delivery, registered or certified mail (in each case, return receipt requested and postage prepaid), or nationally recognized overnight courier (with all fees prepaid).
- B. Each party giving a Notice shall address the Notice to the receiving party at the address listed below or to another address designated by a party in a Notice pursuant to this Section:

County: Fort Bend County Purchasing Agent
301 Jackson, Ste. 201
Richmond, Texas 77469

With a copy to: Fort Bend County
Attn: Risk Manager
301 Jackson
Richmond, TX 77469

Contractor: DEER OAKS EAP SERVICES, LLC
126 E. MAIN PLAZA, STE. 1
SAN ANTONIO, TX 78205

- C. Notice is effective only if the party giving or making the Notice has complied with the Notice requirements and if the addressee has received the Notice. A Notice is deemed received as follows:
1. If the Notice is delivered in person, or sent by registered or certified mail or a nationally recognized overnight courier, upon receipt as indicated by the date on the signed receipt.
 2. If the addressee rejects or otherwise refuses to accept the Notice, or if the Notice cannot be delivered because of a change in address for which no Notice was given, then upon the rejection, refusal, or inability to deliver.

Section 15. Compliance with Laws

Contractor shall comply with all federal, state, and local laws, statutes, ordinances, rules and regulations, and the orders and decrees of any courts or administrative bodies or tribunals in any matter affecting the performance of this Agreement, including, without limitation, Worker's Compensation laws, minimum and maximum salary and wage statutes and regulations, licensing laws and regulations. When required by County, Contractor shall furnish County with certification of compliance with said laws, statutes, ordinances, rules, regulations, orders, and decrees above specified.

Section 16. Performance Warranty

- A. Contractor warrants to County that Contractor has the skill and knowledge ordinarily possessed by well-informed members of its trade or profession practicing in the greater Houston metropolitan area and Contractor will apply that skill and knowledge with care and diligence to ensure that the Services provided hereunder will be performed and delivered in accordance with the highest professional standards.

- B. Contractor warrants to County that the Services will be free from material errors and will materially conform to all requirements and specifications contained in the attached Exhibit A.

Section 17. Assignment and Delegation

- A. Neither party may assign any of its rights under this Agreement, except with the prior written consent of the other party. That party shall not unreasonably withhold its consent. All assignments of rights by Contractor are prohibited under this subsection, whether they are voluntarily or involuntarily, without first obtaining written consent from County.
- B. Neither party may delegate any performance under this Agreement.
- C. Any purported assignment of rights or delegation of performance in violation of this Section is void.

Section 18. Applicable Law

The laws of the State of Texas govern all disputes arising out of or relating to this Agreement. The parties hereto acknowledge that venue is proper in Fort Bend County, Texas, for all legal actions or proceedings arising out of or relating to this Agreement and waive the right to sue or be sued elsewhere. Nothing in the Agreement shall be construed to waive the County's sovereign immunity.

Section 19. Successors and Assigns

County and Contractor bind themselves and their successors, executors, administrators and assigns to the other party of this Agreement and to the successors, executors, administrators and assigns of the other party, in respect to all covenants of this Agreement.

Section 20. Third Party Beneficiaries

This Agreement does not confer any enforceable rights or remedies upon any person other than the parties.

Section 21. Severability

If any provision of this Agreement is determined to be invalid, illegal, or unenforceable, the remaining provisions remain in full force, if the essential terms and conditions of this Agreement for each party remain valid, binding, and enforceable.

Section 22. Publicity

Contact with citizens of Fort Bend County, media outlets, or governmental agencies shall be the sole responsibility of County. Under no circumstances whatsoever, shall Contractor

release any material or information developed or received in the performance of the Services hereunder without the express written permission of County, except where required to do so by law.

Section 23. Captions

The section captions used in this Agreement are for convenience of reference only and do not affect the interpretation or construction of this Agreement.

Section 24. Conflict

In the event there is a conflict between this Agreement and the attached exhibit, this Agreement controls.

Section 25. Certain State Law Requirements for Contracts For purposes of section 2252.152, 2271.002, and 2274.002, Texas Government Code, as amended, Contractor hereby verifies that Contractor and any parent company, wholly owned subsidiary, majority-owned subsidiary, and affiliate:

- A. Unless affirmatively declared by the United States government to be excluded from its federal sanctions regime relating to Sudan or Iran or any federal sanctions regime relating to a foreign terrorist organization, is not identified on a list prepared and maintained by the Texas Comptroller of Public Accounts under Section 806.051, 807.051, or 2252.153 of the Texas Government Code.
- B. If employing ten (10) or more full-time employees and this Agreement has a value of \$100,000.00 or more, Contractor does not boycott Israel and is authorized to agree in such contracts not to boycott Israel during the term of such contracts. "Boycott Israel" has the meaning provided in section 808.001 of the Texas Government Code.
- C. If employing ten (10) or more full-time employees and this Agreement has a value of \$100,000.00 or more, Contractor does not boycott energy companies and is authorized to agree in such contracts not to boycott energy companies during the term of such contracts. "Boycott energy company" has the meaning provided in section 809.001 of the Texas Government Code.
- D. If employing ten (10) or more full-time employees and this Agreement has a value of \$100,000.00 or more, Contractor does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association and is authorized to agree in such contracts not to discriminate against a firearm entity or firearm trade association during the term of such contracts. "Discriminate against a firearm entity or firearm trade association" has the meaning provided in section 2274.001(3) of the Texas Government Code. "Firearm entity" and "firearm trade association" have the meanings provided in section 2274.001(6) and (7) of the Texas Government Code.

Section 26. Human Trafficking

BY ACCEPTANCE OF CONTRACT, CONTRACTOR ACKNOWLEDGES THAT FORT BEND COUNTY IS OPPOSED TO HUMAN TRAFFICKING AND THAT NO COUNTY FUNDS WILL BE USED IN SUPPORT OF SERVICES OR ACTIVITIES THAT VIOLATE HUMAN TRAFFICKING LAWS

Section 27. Entire Agreement

This executed instrument is understood and intended to be the final expression of the parties' agreement and is a complete and exclusive statement of the terms and conditions with respect thereto, superseding all prior agreements or representations, oral or written, and all other communication between the parties relating to the subject matter of this agreement. Any oral representations or modifications concerning this instrument shall be of no force or effect excepting a subsequent modification in writing signed by all the parties hereto.

IN WITNESS WHEREOF, the parties hereto have signed or have caused their respective names to be signed to multiple counterparts to be effective on the ____ day of _____, 2022.

Exhibit A:

FORT BEND COUNTY

DEER OAKS EAP SERVICES, LLC

KP George County Judge

Alicia Barrera
Authorized Agent- Signature

Alicia Barrera
Authorized Agent- Printed Name

ATTEST:

Executive Director
Title

Laura Richard, County Clerk

03/16/2022
Date

REVIEWED BY:

WYATT SCOTT
DIRECTOR OF RISK MANAGEMENT

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AUDITOR'S CERTIFICATE

I hereby certify that funds are available in the amount of \$_____ to accomplish and pay the obligation of Fort Bend County under this contract.

Robert Ed Sturdivant, County Auditor

EXHIBIT A

Scope of Service



An EAP Specifically Designed for County Employees, Dependents, and Household Members



Fort Bend County
RFP 22-027 for Employee Assistance Program (EAP)
Due: December 7, 2021 by 2:00 PM CST

COPY

RFP Contact:
Greg Brannan
Director of Business Development & Training
Deer Oaks EAP Services, LLC
126 E. Main Plaza, Ste. 1, San Antonio, TX 78205
Phone: (301) 829-0364
Fax: (210) 569-8157
Email: gbrannan@deeroaks.com



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Executive Summary

1. Name of provider organization for EAP.

Deer Oaks EAP Services, LLC

2. Location of administrative office.

Our headquarters is located at 126 E. Main Plaza, Ste. 1, San Antonio, TX 78205.

3. Statement of corporate and marketing philosophies.

Corporate Philosophy

To address the needs of employees and their families in a compassionate, yet comprehensive, systemic and responsive fashion by utilizing effective short-term interventions, and exceptional customer service, providing the participant with the most beneficial treatment to address the issue.

Through our integrated EAP and Work-Life Programs, we provide members with seamless, holistic support to achieve efficient and thorough resolution of their issues. Whether an individual needs grief counseling or an elder care assessment, our team knows our products through-and-through and will provide the member with the most holistic solution- *all with one phone call*. Our diverse programs promote and help employees and their family/household members to achieve a balance of emotional, social, environmental, and cultural well-being, which in turn positively impacts workplace productivity, performance and engagement.

Marketing Philosophy

Deer Oaks believes an EAP is only effective if the marketing is effective. Therefore, we seek to utilize creative approaches to launch the EAP and build program awareness throughout the year. This starts with a program awareness letter, then the distribution of wallet cards, flyers, brochures, posters, and monthly supervisor and employee newsletters. Those initial steps create awareness and interest, which is then reinforced by on-site or webinar orientations that allow employees to interact, ask questions and learn about the program at a deeper level.

Topic-specific, ongoing promotions are provided throughout the year to reinforce program awareness and stimulate continued utilization. We keep the messages fresh through the development of “Did You Know” campaigns, monthly flyers on topics of interest to employees, on-demand webinars available through our website, and reminders to managers and supervisors of how the EAP can be used as an effective management tool and to assist in dealing with difficult employee situations.

We establish a calendar of monthly themes that reflect topics of interest to working people such as work-life balance, wellness, child care, elder caregiving, and legal and financial issues. Our materials focus on positive outcomes to typical challenges, and embrace a broad selection of employee assistance and work-life topics.

We welcome our clients’ input into these promotional activities, as with all features of the program, and can customize a plan to meet their requests. Our marketing materials and communication methods vary, taking into account factors such as demographics, generational differences, lifestyles, and client preferences in order to maximize outreach and engagement.



Executive Summary

Our success is reflected in the utilization rates of our clients, with a book of business average case utilization of 8.65% and a County book of business average case utilization of 9.37%, both well exceeding the national industry average of 5%. Our client utilization tends to increase from year to year as we capitalize on the momentum made in consistent program awareness.

Fort Bend County has realized this firsthand, with a three-year case utilization average of over 21%, far exceeding the national industry average and our book of business average. We will continue to partner with the County to ensure ongoing program promotion and outreach over the next contract term to maintain healthy employee engagement with the EAP.

4. Mission statement.

Deer Oaks EAP Services is a premier national Employee Assistance and Work-Life Company dedicated to helping our members improve their health and well-being through quality, cost-effective services. We seek to offer employer groups short-term counseling and work-life services that positively impact employee morale, engagement, medical claims, turnover, and supervisor effectiveness. We support local and national employer groups, delivering proactive programs and unparalleled customer service.

5. Legal form of organization. How are you funded?

Deer Oaks EAP Services, LLC (DEAPS), Deer Oaks Mental Health Associates PC (DOMHA) and Deer Oaks Consultation Services PC (DOCS) are members of an affiliated group known as *Deer Oaks – A Behavioral Health Organization*, which was established in 1992. Each of these organizations is wholly owned/privately-held by Paul Alan Boskind, PhD, CEO & President.

From 1992-3/31/2008, Deer Oaks EAP Services conducted business under DOMHA. On April 1, 2008, DEAPS was established as a Limited Liability Company, incorporated in the State of Delaware, and assumed the Employee Assistance Program operating activities formerly conducted by DOMHA. Deer Oaks EAP Services is a large, for-profit business with 100% of revenue derived from EAP.

6. Describe corporate directorship.

The day-to-day operations of the EAP are managed by **Alicia Barrera, the Executive Director of EAP** with input from the CEO, **Paul Alan Boskind, Ph.D** and **President, Laura Davies**. Alicia is responsible for the overall strategic and operational responsibility for staff, programming, and execution of services for clients; allocation of financial, material, and personnel resources to ensure contract performance; and ongoing programmatic excellence and quality assurance activities. **Monique Lovato, Senior Account Manager** will continue to directly serve as Project Manager for the County's EAP contract, serving as the day-to-day contact. Business development and training activities are led by **Greg Brannan, Director of Business Development and Training**.

7. How long has your organization provided EAP/MMHP services to clients based in Southeast Texas area?

Headquartered in San Antonio, Texas, Deer Oaks has been providing integrated EAP + Work-Life services to Texas-based employers for 29 years. We currently cover approximately 469,000+ Texas employer members through our programs. Further, we have served as Fort Bend County's EAP for nearly 10 years

Executive Summary

and as the EAP for Montgomery County for 15 years. Other Southeast Texas clients include, but are not limited to:

- City of College Station, TX (2008)
- Brazos County, TX (2008)
- City of Bryan, TX (2008)
- Bryan ISD (2001)
- Houston-Galveston Institute (2018)
- Cameron County (2014)
- City of Brownsville (2006)
- Radiology Associates (2005)
- Beaumont ISD (2018)
- City of Beaumont, TX (2022)

8. Does your organization have any ownership in any treatment facilities or clinics?

No, Deer Oaks does not have ownership in any treatment facilities or clinics.

9. Provide the amount of professional liability insurance you carry.

Deer Oaks maintains professional liability insurance in the amount of \$1,000,000 per occurrence/\$3,000,000 aggregate to cover any errors and omissions claims that may arise in connection with services on behalf of a client. A copy of our current insurance coverage is provided as an attachment for the County's review.

10. Provide your "Hold Harmless" clause protecting the County in regards to your services.

Below is the indemnification clause from our standard contract.

Indemnification. Company hereby assumes all risk of loss and responsibility for and hereby agrees to indemnify and hold Employer, its trustees and Employees (collectively, the "Indemnities") harmless from and against any and all claims, causes of actions, demands, suits, liabilities, recoveries, judgments, costs and expenses (including reasonable attorneys' fees) which are asserted by a party other than Company against or incurred by any of the Indemnities, to the extent caused or related to the performance or failure to perform of Company, its employees, representatives or affiliates, under this Agreement, except to the extent caused by the sole negligence of any of the Indemnities. For purposes of this Agreement, the term "Indemnities" shall not include any plaintiff asserting claims against the Employer and/or the Company, unless asserting claims against Company for indemnification under this Section 17 and/or the reasons set forth herein.

11. Describe the protection provided to ensure our records are protected from theft and fire.

Deer Oaks has a Security Management Plan in place at our call service centers that complies with state and federal requirements including HIPAA privacy and security regulations and the Federal Information Security Management Act. The following is an overview:

- Protected Health Information (PHI) data is encrypted at rest and in transit.
- Employees are only granted access to PHI data on a least privilege model.

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- Network architecture includes perimeter firewalls and access controls to limit access to information for those users who are authorized to access sensitive information.
- Physical controls are implemented to prevent unauthorized personnel from accessing the information processing facilities where sensitive data is received, stored and processed. This includes proximity cards and a strict visitor policy.
- Backups are performed on a regular basis and data leaving the facility for off-site storage is encrypted with AES256 encryption.
- Vulnerability management and antivirus systems are implemented to prevent malicious attempts to access data.
- Auditing processes are in place to log activities which would reveal unauthorized use of information processing systems, and assessments are conducted on a regular basis to ensure that our information systems comply with the information security policy.

12. Are any of your services/call center contracted out?

Yes. Deer Oaks currently maintains a contractual relationship with [Workplace Options](#) to provide 24-hour call center operations and related services for its book of business. Deer Oaks first switched its work-life services to [Workplace Options](#) in 2012. We then expanded our relationship to include 24-hour call center operations July 1, 2013. By leveraging this partnership, Deer Oaks was able to centralize its call center operations and enhance quality control measures. In addition, with both EAP clinical and work-life personnel working under the same roof, using one case management system, and following the same quality standards, there was greater harmony among the service delivery philosophy, supervision structure, training methods, and operating procedures. This genuine integration allows for greater consistency in the management/delivery of services to our clients.

Alicia Barrera, Executive Director of EAP, works directly with [Workplace Options](#) and oversees quality control over our contract and service delivery. She also has a direct relationship with Workplace Options' President & Chief Operating Officer who is committed to a long-term relationship with Deer Oaks. Our relationship is strong and stable as we continue to partner to offer our clients best-in-class integrated EAP, work-life, and wellness services.

Finally, Deer Oaks assumes sole and complete responsibility for the completion of all services provided under the contract including those provided by our subcontractor.

About Workplace Options

Founded in 1982, [Workplace Options](#) has grown to become the world's largest integrated employee wellbeing company. Their 15 global service centers support more than 60 million employees across 100,000 organizations in more than 200 countries and territories around the world through a variety of employee assistance, wellness, and work-life services.

13. Is your organization currently licensed as a utilization review agent in the State of Texas?

No, Deer Oaks is not licensed as a utilization review agent in the State of Texas.

14. Include a copy of your H.I.P.A.A. policy and a business associate agreement with your proposal.

Copies of our HIPAA policy and our business associate agreement are provided as attachments.

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Deer Oaks EAP Services (Deer Oaks) is pleased to present our proposal for the continued support in delivering *integrated Employee Assistance Program + Work-Life services* to Fort Bend County (County). As a Texas-based national and global EAP specializing in the administration of integrated EAP solutions for public sector employers and as *Fort Bend County's current EAP partner for nearly 10 years*, our EAP is specifically designed to continue to meet the needs of County administrators, employees, and specialty groups such as first responders. We understand that as civil servants, your staff face unique challenges. We are here to support them- *proactively and holistically*.

As employees face tremendous uncertainty, change, and transition during this unprecedented time, Deer Oaks' holistic suite of services and proactive total well-being approach are needed now more than ever. We approach the EAP as more than simply a safety net or crisis line for employees. *Our integrated program is a well-utilized, successful wellness service that truly improves employee well-being and productivity, while helping to decrease medical claims costs for our client employers.*

From unlimited legal and financial consultation, telephonic life coaching, and locating local resources to targeted stress reduction programs, specialized approaches for first responders, and our 24/7 support line, our EAP is a resource that employees can use every day to address various work and life challenges and ease daily stressors.

Our diverse programs as detailed in our proposal promote and help employees along with their dependents and household members to achieve a balance of emotional, social, environmental, and cultural well-being, which in turn positively affects workplace productivity, performance and engagement.

In fact, our most recent outcomes results indicated that individuals using our emotional support services reported, on average:

- *an improvement of 56% in their overall wellbeing,*
- *a 48% improvement in their personal wellbeing, and*
- *a 31% improvement in their social role performance.*

Plus, through our best practice marketing strategies and positive client experience, our clients see positive results in employee engagement with the EAP, resulting in a *book of business average case utilization exceeding 8.6% last year.*

Fort Bend County has experienced this firsthand, with a three-year case utilization average of over 21%, far exceeding the national industry average and our book of business average. This signifies healthy employee engagement with the EAP and reflects employees' trust in the Deer Oaks program as a known resource. Our work-life website has also been a well-utilized resource, especially in the last three years, with web hits averaging 55%.

As we continue to serve the County over the next contract period, we seek to even further extend our dedication to supporting the County and its employees in these trying times through our *More than an EAP* approach. *Our approach is preventative—not reactionary.* We assist employees with working through a wide range of challenges from relationship issues, both personal and professional; stress; and anxiety to developing strategies to maintain better work-life balance; time management; and managing to-do lists.

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We offer proactive resources that provide employees with the right tools and confidential resources to combat stress and navigate work and life challenges in the moment before they have a negative impact on their work productivity and personal well-being.

Deer Oaks offers Fort Bend County the following initiatives as part of our ongoing *“More than an EAP approach”*.



Familiarity. Having served as the EAP for Fort Bend County since 2012, we as an organization as well as your Account Manager, Monique Lovato, have inside knowledge of organizational and personnel challenges, and familiarity with policies, procedures, and EAP program design. We already have the resources and affiliate provider network in place to continue to provide efficient, high-touch service delivery to employees and their dependents/household members through this contract without the hassle of a cumbersome transition and implementation. Monique will be available for check-in calls, quarterly utilization review meetings, and an annual program review, as well as additional support as needed on a daily basis. We have built a partnership with the County and seek to continue our collaboration.



Flexibility. Our flexibility is unique across the industry. We don’t take a hardline corporate stance to customer service. *We seek to be your partner, not just a vendor.* As such, we are committed to offering tailored, customized solutions for our clients rather than “off the shelf” programming. Each of our client organizations is different and faces various challenges. There is not a “one-size-fits-all” solution. Your Project Manager will work with the County to learn about its culture and changing workplace climates in order to determine how to best provide support at every level moving forward. This involves building relationships not only at the administrative/executive level, but also at the departmental levels including with the Sheriff’s Office so we can tailor design programs to meet specific challenges for the County’s various employee groups including first responders.



Service-Level Enhancements. The County’s EAP currently includes work-life consultant answer during business hours and unconfirmed work-life referral lists. As part of our ongoing service-level enhancements for our clients, we are moving the County to *24/7/365 clinical answer of the Helpline and iConnectYou calls*, meaning that all calls, regardless of the day or time, will be answered directly by our team of master’s level clinicians. Our clinical answer model ensures a streamlined triage process and in-the-moment clinical assistance.

Additionally, rather than a simple list referral, all work-life referrals will be qualified and matched to the specific needs and requirements of the user—*100% of the time*. For example, is the agency within a reasonable distance of the member's work or home? Does the agency have availability meeting the member's requirements? Do the agency's fees meet the member's budget? Does the agency accept the specified form of payment? *Through these service enhancements, Deer Oaks seeks to provide County employees with the most responsive, holistic approach to their challenges.*



Ongoing Pandemic Support. Deer Oaks, like much of the world, had to quickly adapt to the changing restrictions brought about by the COVID-19 pandemic. It has and will continue to be our mission to provide our clients’ employees and family members with the tools to better cope with the challenges this pandemic has presented. Over the last 21 months, we have provided and deployed support resources as needed with relevant online resources, virtual critical incident

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sessions, telephonic consultations, structured telephonic and video counseling, webinar training, and other tele-health services.

As the world begins its slow return to the new normal, the EAP is key to a company's success in the resumption of new normal operations and in helping employees to bounce back and gain resiliency as we enter into the third year of the pandemic. Deer Oaks is here to support leadership teams in dealing with the many challenging psychosocial elements of this next step for employees. We will continue to monitor the changing needs of our clients and their employees and develop additional ongoing resources such as our [*Pandemic Support Webinar Series: Transitioning to the New Normal Recordings*](#), which are included at no additional cost to the County.



Market the EAP as an Integral Part of Daily Life. In recent years, the EAP has evolved beyond "just counseling," although in many ways, it has yet to shake this perception. We focus on utilizing the EAP as both a life coaching tool for employees and strategic management tool for supervisors/managers. We believe the EAP should be an integral part of employees' day-to-day lives and market it as such. We tend to focus our program promotion efforts on the range of available services outside of counseling including our well-received *Did You Know Campaign Series* through which we highlight the various day-to-day challenges for which the EAP can assist i.e. smoking cessation, relocation, retirement, improving relationships, and your "to-do" list, to name a few.



Focus on Employee Resilience. Understanding that local government employees experience a higher level of stress than many other occupations, especially in the current environment, Deer Oaks includes direct stress reduction and resiliency programs tailored to the needs of the County encompassing training, custom Stress Management and Resiliency webinar series, awareness materials, online information, telephonic consultation, in-the-moment telephonic support, AWARE mindfulness-based stress reduction program, telephonic life coaching, and more. We seek to provide employees with the tools necessary to combat stress and learn to live a more balanced, mindful life. *Stress reduction programs are especially important for the County as stress was the number one reported presenting issue on the County's utilization reports in each of the last five (5) years.*



Reduce Service Barriers through Increased Tele-health Options. We seek to reduce barriers to services by providing multiple service access points via telephone, video, and live chat, as well as offering our AWARE Stress Reduction Program and telephonic life coaching as part of our core EAP services along with the options of structured telephonic and video counseling. This is especially important in today's multi-generational workforce. A "Baby Boomer" employee may prefer to pick up the phone to access services, where a "Millennial" would be attracted to the idea of instant messaging or video chatting with a counselor. Our goal is to make it as easy as possible for members to make that first contact and follow through with treatment recommendations.



Services tailored to first responders/public safety. Through our experience serving local government, as well as, the Federal Law Enforcement Training Centers (FLETC), we have developed a wealth of experience in working with first responders, law enforcement, fire, case workers, and other high-risk employee groups. As such, in order to adapt our approach to serve this population, we actively conduct specialized outreach and education for first responder/public safety personnel to encourage program utilization; tailor critical incident response; develop custom webinar/on-demand training series on relevant topics including self-care, compassion

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fatigue, stress management, etc.; and meet with HR and other key administrators to discuss how we can best support and integrate within established internal programs and initiatives.

We also offer a dedicated first responder/public safety helpline number that identifies the caller as a first responder. Our clinicians have received training on how to conduct specialized intake, assessment, and triage procedures for first responders in order to make the process more comfortable for this specialized workgroup. Under our EAP, we will seek to implement proactive solutions to meet the needs of the County's first responders/public safety personnel.



Value-Added Program Enhancements. Deer Oaks seeks to continually enhance our EAP and work-life programs. As we implement new programming and technology, we pass on these enhancements to our clients *at no additional charge*. Over the last few years, we have implemented a variety of program enhancements including:

- ✓ COVID-19 Response and Client Resources
- ✓ Virtual Critical Incident Support Sessions
- ✓ Telephonic Leadership/Executive Coaching
- ✓ First Responder Helpline
- ✓ 4-Part First Responder Training Series
- ✓ 24/7/365 Master's level clinical answer of the Helpline, ensuring a streamlined triage process and in-the-moment clinical assistance
- ✓ iConnectYou Mobile App
- ✓ AWARE- Mindfulness-Based Stress Reduction Program
- ✓ Telephonic Life Coaching
- ✓ In My Hands – Computerized Cognitive Behavioral Therapy (cCBT)
- ✓ Work-life referral packets with confirmed referral packets
- ✓ Innovative, re-imagined Work-Life Website-Engagement Engine
- ✓ RMS Instant Messaging with a work-life consultant
- ✓ 70+ on-demand online seminars, with a new topic added monthly
- ✓ Webinar Catalog with topics developed and presented by our Director of Training, Greg Brannan. Topics may be customized for specific employee populations such as First Responders
- ✓ Supervisor Excellence, Leadership Certificate, Stress Management, and Pandemic Support Webinar Series

We continue to grow and fine tune our services and service delivery in order to stay current with industry trends and to offer our clients and their employees/members the most holistic suite of EAP and work-life programming in the industry.

Through these proactive strategies, Deer Oaks seeks to strengthen our partnership with the County to implement a tailored EAP that is more than “just a counseling service.” Our integrated, holistic approach and client and employee-centric programming combined with aggressive program promotion and training program will continue to proactively assist members with both mental health and day-to-day issues, resulting in improved overall workforce productivity, well-being, engagement, and retention.

By continuing to partner with Deer Oaks; the County, its employees, and their family members will continue to benefit from our more than two (2) decades of experience in the core EAP Services industry; our innovative, customized programming; and our “there when you need us most” philosophy, which



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includes 24/7/365 access to master's level counselors for immediate, confidential assistance. Our flexibility, ability to make decisions on the ground, and Can Do vs. Can't Do approach to account management are key differentiators of Deer Oaks among its competitors. Plus, our extensive local and national network of affiliate providers enables us to quickly respond to requests for critical incident support services and referrals for in-person counseling.

We are excited about the opportunity to further our work with Fort Bend County to put these words into action. We hope that you will consider our specifically designed, robust *EAP + Work-life program* for your employees—a *program with proven results through healthy employee engagement, program utilization, and outcomes*.

Tab 1: Understanding Scope of Work and Services

Respondents demonstrate their ability to meet the required qualifications listed below. In addition, describe how the services requested in this instrument will be provided and how they will be supported. Describe the approach your firm will take to accomplish the required collaboration. Provide answers to the questions in Tab 1 and number as per the numbering below.

Program Approach & Scope of Work Overview

As an **integrated provider of EAP + Work-life solutions** and as **Fort Bend County's current EAP partner**, Deer Oaks is positioned to continue to deliver the most seamless services to County employees, retirees, and family members. We have the knowledge and capability to provide employees with the most **holistic support** to achieve efficient and thorough resolution of their issue.

Unlike many of our competitors that utilize separate call centers and/or organizations for the provision of EAP, Work-life and Wellness services, as well as after-hours Helpline coverage, the Deer Oaks program is delivered **24/7 by EAP and Work-life staff members** who are working under one roof, using one case management system, and following the same quality standards. This **genuine integration** allows for greater consistency in the management and delivery of services to our clients.

Further, employees of a **truly integrated EAP + Work-life program** are the best equipped to identify underlying issues and develop a plan for addressing all of the employee's needs.

For example, an employee may be overwhelmed by the loss of her parent, who had been the caregiver for her young children. With just one phone call, we can begin the process of arranging face-to-face counseling sessions, locating referrals for local support groups, and identifying suitable child care providers near the employee's worksite.

Our services are designed to support employees with a **wide range of emotional health issues** when short-term counseling has been deemed appropriate. These are issues for which we can assist in facilitating a positive outcome within a number of sessions offered over a short period of time. The therapy concentrates on helping individuals identify the skills, strengths, and resources that are already present and moves them towards a solution. **This model has been proven effective in helping address employees' personal and professional issues, helping them to avoid being absent from work or helping them to return to work as quickly as possible.** Examples include but are not limited to stress, bereavement, depression, anxiety, relationship issues, dependent care concerns, wellness, substance abuse/dependence, and addictions.

Deer Oaks accepts **unlimited self-referrals, supervisory-suggested referrals and formal management referrals to the EAP**, as well as offers a **full suite of Work-life services and organizational management services**. Our counselors are experienced at accurately assessing the presenting problem(s) during the initial assessment and identifying the appropriate type and level of assistance needed to effectively assist the participant in resolving his/her issue. A referral is then coordinated to one of our **58,000+ affiliate providers nationally**, selecting a provider that best meets the member's individual needs.

We also offer a number of **tele-health options** including structured telephonic counseling, video counseling, an online Cognitive Behavioral Therapy program, telephonic Aware – Mindfulness-Based Stress Reduction (MBSR) program, and telephonic life coaching. We find that offering these tele-health options increases program access and reduces stigma that sometimes prohibits individuals from accessing mental health services.



Tab 1: Understanding Scope of Work and Services

Further, if the presenting issue(s) fall outside of the scope of the EAP or require longer-term treatment, we offer resources to ensure that the employee is placed on **the path he/she needs to get more intensive support**. This may include a referral to the employee's health plan or to local community resources. We utilize internal provider databases and our research teams to locate appropriate referrals for each member.

Finally, our **EAP + Work-life Programming** is anything but one-size-fits-all. Our programs are designed to be flexible and are able to be customized to the individual needs of our clients- **even if those needs change throughout the contract term**.

An overview of our **EAP + Work-Life Program** for Fort Bend County is provided below.

DEER OAKS EAP SERVICES: SCOPE OF SERVICES OVERVIEW INTEGRATED EMPLOYEE ASSISTANCE + WORK-LIFE PROGRAM FOR FORT BEND COUNTY

Employee/Dependent Access

Eligibility

Employees, dependents (up to age 26), domestic partners, and household members are eligible to access the EAP starting on day one of the contract. Eligibility is based on the attestation of the member; therefore, we do not require an eligibility file. The only information an individual must disclose is the organization for which he/she works. No further information is required and individuals do not have to disclose their name if they do not wish to and they may use a pseudonym.

Employees who terminate their employment for any reason will have continued access to the EAP for six (6) months post-employment.

24/7 Access

Helpline answered "live" 24/7 by Master's-Level Counselors - Members will never reach an automated voice messaging system, phone tree or general customer service representative. They will speak directly with a live EAP clinician each and every time they call for assistance, no matter the day or time.

Our intake counselors provide in-the-moment support, crisis intervention/emergency support, intake, and clinical assessments. Because we do not have a prescribed process flow, our intake counselors are trained to listen closely to each member and to hear what is truly going on and what is being implied. They seek to guide each employee to a solution that addresses his or her individual concerns, which may require a multi-pronged approach of integrated EAP, work-life, and community resources—*all of which are addressed during the initial phone call*.

iConnectYou Mobile App through which members may engage with a counselor via phone, video, instant messaging, or SMS text. The app not only allows users to initiate contact with the program, but can also be used to deliver structured telephone or video counseling. Informational resources are also available. iConnectYou is available as a free download via Google Play and App Store. We will provide employees with a code specific to the County to access the app's full features.

Compass Asynchronous Texting is an add-on communication functionality within our iConnectYou mobile app, which allows members to exchange asynchronous text messages with our specialists. Asynchronous texting means that members can write messages whenever they want and one of our specialists will answer within 24 hours. Compass offers the convenience and



Tab 1: Understanding Scope of Work and Services

	comfort of a schedule-free messaging conversation. Compass is not counseling via text. This service provides members with convenient access to specialists who can provide support for day-to-day challenges in a stigma-free, convenient environment. Real Messaging Service (RMS) Instant Messaging through which members may chat live with a work-life consultant regarding child care, elder care and other daily living work-life issues. The online tool features simultaneous translation in over 100 languages.
Tele-Language Services	We have a telephonic interpretation service that covers 200 of the most commonly spoken languages and dialects. For in-person counseling referrals, individuals are matched with an affiliate who is an appropriate match to their clinical needs, as well as primary language.
TTY Line	For individuals with hearing difficulties, we provide a TTY line which is answered 24/7 by our master's level clinicians. In addition to this line, we offer online chat and text message access to the service through a RMS Instant Messaging System for work-life issues and iConnectYou mobile app for intake, clinical assessment, and structured counseling. Based on our experience, text interaction is the preferred mode of access for those who are deaf and hard of hearing. Our RMS Instant Messaging module on the web is utilized more heavily than the TTY access. Our mobile app, iConnectYou, also offers additional text and online chat access points, which hearing impaired users may find useful.
Intake/Short-term Counseling	
Telephone Triage	The assessment process, which determines the need for counseling, begins at the case intake where demographic information is gathered and through a series of routine questions, the intake counselor screens for risk, identifies the presenting problem(s), and triages participants to the most appropriate resource(s) to meet their needs and preferences.
In-the-Moment Telephonic Support	EAP Counselors provide in-the-moment telephonic support and crisis intervention for members who are experiencing suicidal ideation, homicidal ideation, violent behavior, substance abuse related emergencies, need for in-patient psychiatric hospitalization, child/elder abuse, and/or domestic violence.
Telephonic Assessments	All clinical calls receive an in-depth telephonic assessment by an EAP Counselor. The telephonic clinical assessment focuses on psychosocial factors to determine the need and urgency for an appointment. The assessment identifies and clarifies presenting problems as described by the employee, relevant background history, initial goals, and current risk factors.
Confirmed Referral & Appointment Scheduling	Following the assessment, if it is determined that an in-person appointment is needed with a local EAP provider, the case manager in coordination with our network management team identifies and contacts counselors based on the member's location, presenting problem, needs, availability, and other preferences. The member is then provided with the selected provider's information for appointment scheduling. For standard/routine cases, a confirmed referral is provided within 2-3 business days and the provider must have appointment availability within five (5) business days. For urgent cases, a confirmed referral is provided within six (6) business hours and the provider must have appointment availability within two (2) business days. For emergency cases, the case manager follows the escalation process as warranted, which may include involvement of emergency services. The member is responsible for calling the referred counselor to schedule an appointment at a time that is convenient for him/her; therefore, the actual time to appointment may be shorter or longer depending on when the member schedules the appointment.



Tab 1: Understanding Scope of Work and Services

Short-term Counseling <i>Eight (8) session model</i>	Employees along with their dependents and household members will be eligible to receive up to eight (8) sessions per separate issue for assessment and short-term counseling per 12-month period. Counseling may be provided in-person, telephonically, or video based on the member's preferences and clinical suitability.
Exclusions	The EAP does not cover issues that require physician/psychiatric evaluation, psychological testing, chronic mental health illness, long-term psychotherapy treatment, or inpatient or residential treatment services. In these cases, we will provide the individual with an appropriate referral to either his/her health plan or to other community resources.
Self-Referral Case Management	At the end of the sessions, the referred provider will provide our clinical staff with notes, which will be stored in our case management system. These notes are reviewed by our provider relations team. If there are any clinical indications that follow-up is needed, the case will be assigned back to the clinical case management team for outreach. For cases that identity with risk (suicidal, homicidal, domestic violence, and/or child/elder protection concerns), the case manager will follow-up with the participant one day after the provider referral has been sent. For cases that involve minors, couples, family, and transitional support, the referred provider is required to complete a session review with our clinical team after the first session to ensure appropriateness and plan for ongoing treatment.
Referrals Outside of the EAP	Short-term counseling through the EAP may not be adequate to meet every individual's needs. If the initial assessment establishes that long-term specialist counseling is required, or if this is identified at an early stage of the counseling process, then we can make an external referral to the employee's health plan or to community resources to ensure that the employee is placed on the path he or she needs to get more intensive support. The types of referrals provided vary based on the service delivery systems, government programs, laws governing information and advice, and private resources. We utilize internal provider databases and our research teams to locate appropriate referrals for each member. Long-term specialist counseling is not included in the cost of the EAP and will be the responsibility of the member and/or the health plan when appropriate. If the member does not have medical insurance, our team will coordinate referrals to low cost and/or no cost resources based on availability.
Alternate Modes of Support: <i>Deer Oaks is unique in that it offers several support alternatives in addition to traditional short-term counseling. Our counselors may recommend one of the following support programs for members based on the initial assessment and presenting issues. Only one modality will be used at a time.</i>	
Telephonic Life Coaching <i>6 session program</i>	Certified telephonic coaches partner with participants in a thought-provoking, creative process for navigating life transitions and maximizing personal and professional potential. Areas covered include career development, performance improvement, mentoring, work-life balance skills, managing change/transitions, managing stress, and time management skills. Life coaching is offered in a six (6) session model that generally lasts three to four months.
Aware – Mindfulness-Based Stress Reduction <i>6 session program</i>	AWARE is an alternate modality of support for participants experiencing life stress, pain, and challenges with focus and concentration, as well as individuals who want to increase their awareness of and commitment to intentional living. Through six (6) weekly sessions, MBSR-trained health and wellness professionals provide one-on-one support and supply electronic resources for self-guided individual practice. Assessments conducted at the start of the program and upon completion provide measurable outcomes to demonstrate personal progress.



Tab 1: Understanding Scope of Work and Services

In My Hands – Computerized Cognitive Behavioral Therapy (cCBT)	In My Hands is our case manager-assisted self-help program that addresses mild to moderate anxiety, stress, and depression. The online program educates users and suggests techniques and tasks designed to guide participant progress for positive therapeutic outcomes. Several modules are available, including Introduction to CBT; Self-Esteem and Thinking Styles; Low Mood and Depression; Stress and Anxiety; and Coping and Resilience. The self-paced program encourages participants to interact with the application weekly, and to monitor their own perception of how they are functioning in terms of personal wellbeing, close family relationships, work, and social roles. In My Hands is available in English.
Work-life Services	
Work-life Philosophy	Deer Oaks’ work-life services include legal and financial services, as well as child/elder/adult care and daily living consultation with confirmed match referrals. Our Work-life consultation, resource, and referral service provides practical assistance to users around a wide variety of dependent care issues. A major differentiator of our EAP services is integration with our own in-house work-life services, including dependent care resource and referral services and legal and financial consultation. This approach uniquely positions us to serve employees in a holistic and inclusive manner. We understand that employees’ issues do not always fall into neat categories of service, nor do problems generally present in isolation. As such, we train our staff to listen beyond the presenting issue to identify all possible related factors and to apply appropriate resources to each. In many cases, we find that clients calling for counseling can also benefit from some practical resources to assist them in addressing their personal or professional challenges—and vice versa. <i>For example, clients calling for grief counseling are often provided with customized referrals to bereavement support groups. Members facing domestic violence can receive counseling as well as referrals to local shelters. A caller who contacts us due to the stress of raising teenagers can be referred to counseling along with parenting classes. By having our Work-life and EAP teams under the same roof, trained under the same philosophy, and experienced in collaborating to support clients’ full range of needs, our program offers employees the most comprehensive assistance.</i>
Enhanced Work-life Balance Services work-life, daily living, child care and elder care services	Our integrated EAP and Work-life consultation, resource, and referral process is designed to provide tailored consultation and referral packets individualized for each member. As part of this process, All provided referrals are qualified and matched to the specific needs and requirements of the member—100% of the time. For example, is the referral agency within a reasonable distance of the member's work or home? Does the agency have availability meeting the member's requirements? Do the agency's fees meet the member's budget? Does the agency accept the specified form of payment? Each agency is contacted to ensure availability and to determine if it is an appropriate match for the employee's needs. During this call, the specialist verifies the data in the provider profile (e.g., fees, availability, address, hours of operation, program features, etc.) and updates the record. The consultant then selects three (3) to five (5) providers with confirmed vacancies that best meets the member’s stated needs and provides them to the member in the agreed upon method. Referral packets are provided to members within three (3) business days for standard cases and within six (6) business hours for urgent cases



Tab 1: Understanding Scope of Work and Services

Advantage Legal Assist	Free 30-minute telephonic advice or in-person consultation with an in-plan attorney Consultation consists of analysis of the situation and advice on how to proceed. There is no document review or creation during this free consultation If representation is required, members receive a 25% discount off hourly attorney fees There is no limit to the number of times you can use the service for different issues Coverage available in all 50 states Telephonic attorneys cannot self-refer, so you are assured unbiased advice Unlimited access to online educational resources, links and tools Interactive online will preparation- create a legally binding simple state-specific will at no cost through a step-by-step online "interview process"
Advantage Financial Assist	Free unlimited telephonic consultation with an Accredited Financial Counselor qualified to advise on a range of financial issues such as bankruptcy prevention, debt reduction and financial planning. There is no limit to the length of the consultation or restrictions on repeated use of the service. Counselors address issues via a toll-free information line, and follow up by mailing supporting educational materials.
Advantage Legal & Financial Online Resources	Unlimited online access to a wealth of educational legal and financial resources, links and tools along with an interactive online Simple Will process.
Identity Theft Prevention & Recovery Services	Provides victims consultation with an Accredited Financial Counselor who will discuss the situation with the member and provide consultation and information on steps that should be taken upon discovery of identity theft. Consultation may include: how identities can be stolen and common warning signs; how to obtain one's credit report(s) to look for indications of identity theft; how to read and understand one's credit report; and steps to take if identity theft is indicated.
Take the High Road Ride Reimbursement Program	Deer Oaks reimburses members for their cab, Lyft and Uber fares in the event that they are incapacitated due to impairment by a substance or extreme emotional condition. This process is simple, and like all other EAP services, confidential. This service is available once per year per participant with a maximum reimbursement of \$45.00 (excludes tip).
Wellness Resources	
General Wellness Resources Included within the EAP & Work-life Program	Through our standard EAP + Work-life program, we offer the following resources to assist members in maintaining a healthy lifestyle: • Coordinate referrals to other employer-sponsored health and wellness benefits while creating effective trigger management where both formal and informal referrals to and from the EAP can take place. • Our work-life consultants are available to consult with members regarding their health and wellness needs and provide confirmed referrals to local resources such as nutritionists, gyms, acupuncturists, fitness trainers, yoga studios, smoking cessation programs, etc. • Our member website includes articles, tools, tips, and on-demand seminars that cover a variety of health and wellness topics for employees to explore. • Employee communications and promotions on wellness topics/campaigns oftentimes in conjunction with employer wellness initiatives • Our Training Catalog includes a number of seminars covering health and wellness related topics. We oftentimes coordinate wellness seminars with our clients' wellness program and other health and wellness benefits and initiatives. • Six-session AWARE Stress Reduction Program • Six-session Telephonic Life Coaching program

Tab 1: Understanding Scope of Work and Services

Buy-Up LiveWell Telephonic Wellness Coaching + Online Wellness Portal	We offer our LiveWell Telephonic Wellness Coaching + Online Wellness Portal as an optional, buy-up program to supplement the EAP. Our telephonic wellness coaching program offers access to wellness coaches who provide individualized, goal-oriented guidance, wellness education, strategy development, and encouragement. Throughout the process, coaches gently support and guide participants while holding them accountable to their healthier lifestyle practices in order to coach a well person to stay well and empower those who have health challenges to improve. Together, individuals and coaches commonly design wellness plans around weight management, nutrition, tobacco cessation, fitness and exercise, stress management, and overall lifestyle improvement. The LiveWell Online Wellness Portal is included as part of the program.
Training Services	
20-hour Annual Bank	Deer Oaks has included a 20-hour annual bank, which may be used at the County's discretion for onsite orientation, Training Catalog seminars, Webinar Catalog seminars, and health fair/event attendance. This annual bank allows the County the flexibility to use hours on services that it needs in the moment. <i>Unlimited</i> EAP orientation webinars, <i>unlimited</i> access to our online on-demand seminars, access to our quarterly 2022 Supervisor Excellence Webinar Series and 2021 Pandemic Support Webinar Series Recordings are also included.
Training Catalog topics <i>Included within the 20-hour annual bank</i>	Our Training Catalog includes more than 100 off-the-shelf seminars in the following categories: People Management, Caregiving, Financial, Legal, Wellness, Personal and Professional Development. Sessions are delivered in face-to-face seminar or online webinar formats. We utilize a network of local trainers to deliver onsite seminars for our clients. Educational seminars are generally offered in 1-hour sessions. In most cases, we are able to schedule seminars and webinars during timeframes that best meet the needs of your workforce. We require a minimum of 10 participants per training, with special requests considered on a case-by-case basis. We do not have a maximum participation limit for onsite training. Our webinars hold 1,000 participants per session, with the option to hold multiple sessions per training opportunity. Finally, our onsite trainers have a minimum of five (5) years of experience in their content area(s), are local to your communities, are knowledgeable of the industry, and familiar with workplace environments.
Employee Drug and Alcohol Education <i>Included within the 20-hour annual bank</i>	Deer Oaks offers an annual Alcohol and Substance Abuse Awareness Program scheduled in coordination with the County and its other health and wellness vendors. We can conduct Alcohol/Substance Abuse Education and Awareness seminars for relevant departments and EAP orientations accompanied by support materials. Our <i>Drug-Free Workplace Compliance</i> seminar for supervisors examines a) the signs and symptoms of substance use, b) how to deal with employees who have job performance problems that could be related to alcohol and other drugs, c) the necessary skills for referring employees to the Employee Assistance Program (EAP), other treatment providers, and/or drug and alcohol testing, and d) reasonable suspicion and supervisor responsibilities.
Employee and Supervisor Orientation Onsite Orientation <i>Included within the 20-hour annual bank</i> Webinar Orientation <i>Unlimited</i>	Orientations provide employees with a thorough understanding of how the EAP works and allow the opportunity for them to ask questions. The orientation sessions focus on the practical aspects of the service, as well as the counseling, so that employees are aware of the broad scope of support that is available. In addition to on-site seminars, Deer Oaks also provides a pre-recorded orientation webinar for use in employee enrollment sessions and attends Health and Benefits Fairs as requested to explain the EAP service, answer questions, and distribute literature.

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	Deer Oaks offers supervisor orientations for administrators, supervisors, managers, and others. The supervisor/manager workshops not only highlight the service provided, but also give administrators an understanding of how the EAP can help support them in their role as a manager.
Webinar Catalog topics <i>Included within the 20-hour annual bank</i> <i>Seminars are fully customizable</i>	Our Webinar Catalog includes 70+ seminars that are fully customizable and may be tailored to specific challenges and various audiences. Our Director of Training, Greg Brannan, is available to discuss the County's training needs in order to design an issue-focused training and awareness program for various employee populations. Online attendance tracking makes webinars an effective tool for staff development training and increases training outreach to multiple locations while maximizing attendance. <i>For example, one of our current clients was experiencing heightened employee stress, morale, and civility issues as a result of employees returning to the workplace following the COVID-19 lockdown. Together, Greg and the client discussed their training goals/objectives and developed a 3-part Returning to Work During Difficult Times webinar series covering customer service, leadership training, change and stress management topics. We can partner with the County in a similar way to develop custom professional development series in line with the County's workplace challenges and initiatives.</i>
On-Demand Webinars <i>Unlimited access</i>	Members will have unlimited access to 70+ on-demand seminars with certificates of completion available for download following each seminar. A new online on-demand seminar is added monthly (12 per year) to our website.
Annual Quarterly Supervisor Excellence Webinar Series <i>Included- does not count toward the bank of hours</i>	This Webinar series is designed to help supervisors, managers, and other interested employees to build more engaged and productive work teams. The series is available to all supervisors, managers, and other interested employees and does not count toward your organization's training hour bank. Spots for the live presentation are available on a first-come, first-serve basis. A recording is distributed following each live session. Sessions are presented quarterly each year.
2021 Pandemic Support Webinar Series: Transitioning to the New Normal <i>Included- does not count toward the bank of hours</i>	This Webinar series is designed to help organizations and their employees to better cope with – and adjust to – the stress and changes brought about by the COVID-19 pandemic. The covered quarterly seminar topics include: <i>How to Cope with Change and Uncertainty, How to Maximize Productivity and Job Satisfaction While Working Remotely, How to Deal with Anxiety in the Midst of Stressful Circumstances, and Preventing and Overcoming Burnout.</i> The series is available to clients and their employees and will not count toward the organization's training hours. Recordings will be provided for the County's internal use.
Attendance at Health Fairs <i>Included within the 20-hour annual bank</i>	Attendance at health fair(s), wellness program events, open enrollment sessions and other training events is an integral part of our program awareness campaign. These types of events create awareness and interest while allowing employees to interact, ask questions and learn about the program at a deeper level.
Management Assistance Program	
Unlimited Telephonic Management/Supervisor Consultation	Direct one-on-one support for administrators/managers is available through our telephonic ManagerAssist program; our counselors have received special training to enable them to counsel managers on the unique challenges they face in their roles. ManagerAssist is a key component of our counseling service that differentiates it from other non-workplace-based counseling services. Support to management is as important as personal counseling in achieving the goal of increasing employee productivity. Managers' need for such support is high. This service allows the manager to balance the imperative for improved performance with the offer of assistance with any personal problems.



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Supervisor Mandated Referrals	There is no limit to the number of mandatory referrals accepted each year. We provide unlimited telephonic consultation to managers and supervisors attempting to manage employees with job performance problems. Our counselors can assist supervisors in processing the behavior/issues and determine the appropriate action i.e. coaching sessions, supervisor-suggested referrals, mandatory referrals, fitness-for-duty referrals, mediation, etc. If the counselor and supervisor agree that a mandatory referral is appropriate, the counselor explains the referral process, coaches the supervisor on how to engage with the employee regarding the referral and ensures that the supervisor has all of the applicable forms. Neither the employer, nor Deer Oaks, can force an individual to seek assistance through the EAP, but provided that Deer Oaks has the signed consent of the employee, we will contact him or her as soon as the referral form has been received via confidential fax. Reporting on the support provided is available with the signed consent of the employee. Upon case completion, a final summary report (where agreed) will be shared with the referring manager/company representative within 2 to 5 business days of the feedback being received from the clinician assigned to deliver the sessions.
Department of Transportation (DOT) Substance Abuse Professional (SAP) Evaluations <i>Fee-for-service, per case</i>	DOT SAP Evaluations are specialized evaluations conducted for employees that fall under DOT regulations and who violate DOT drug and alcohol regulations. All SAPs meet the qualifications outlined by DOT Order 3910.1D, Title 49 CFR Part 40. Deer Oaks follows the standards for SAP services as stipulated by the Department of Transportation- 49 CFR Part 40 and makes recommendations concerning education, treatment, follow-up testing, and aftercare. In these cases, Deer Oaks coordinates a referral to a DOT Substance Abuse Professional (SAP), who conducts an initial assessment of the referred employee; determines the appropriate recommendations (i.e. inpatient or outpatient treatment, support/self-help meeting, etc.); explains the treatment options; monitors the employee's compliance with the treatment; provides a follow-up testing schedule; provides compliance reports and a case closure letter. <i>Deer Oaks considers DOT SAP Evaluations distinct from other types of mandatory referrals due to their specialized nature. Therefore, these evaluations are provided on a fee-for-service per case basis. Non-DOT substance abuse referrals are handled through our standard mandatory referral process.</i>
Fitness for Duty Evaluation Consultation & Referral	A Fitness-for-Duty Evaluation is a formal evaluation completed by a psychiatrist, medical doctor, or psychologist outside the EAP, for the purpose of evaluating an employee's ability to safely perform the functions of his/her job, assess risk, and provide a company with a formal report suggesting steps needed to be taken to minimize employer risk in returning the employee to work. Typically, the evaluation includes some or all of the following: a clinical assessment, psychological testing, and/or collateral interviews. Fitness-for-Duty Evaluations are not analogous to therapy or counseling. They are primarily for the use of thorough assessment, diagnostic clarification, and a means to inform treatment and/or inform an appropriate decision regarding the employee's ability to perform their job duties safely and effectively. Deer Oaks provides expert telephonic consultation dealing with decisions regarding the need for a Fitness-for-Duty (FFD) Evaluation and can assist in recommending a FFD facilitator and coordinating a referral to the provider. However, the employer is solely responsible to decide whether to refer an employee for a Fitness-for-Duty Evaluation. The County is responsible for working directly with the FFD provider, as well as paying for the Fitness-for-Duty Evaluation directly.



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Critical Incident Stress Management Services <i>Unlimited two-hour critical incident support events included</i>	Deer Oaks has experience responding to small- and large-scale critical incidents. In the event of a crisis, we provide efficient and compassionate support based on organizational needs and preferences aligned with clinical suitability. We offer various responses, including information, practical support, telephonic crisis support, management consultation, on-site group meetings, and face-to-face counseling. Our approach to critical incident response takes the initial approach of providing psychological first aid, and assigning the most appropriate intervention under the circumstances. Effective crisis response is not formulaic—every single incident is unique and therefore requires a unique response. Responding to a workplace redundancy requires a completely different approach from responding to an employee suicide. While we have a standardized process to ensure consistency and quality, our approach is built with flexibility to ensure the most appropriate response for every individual incident. Therefore, within 30 minutes of the notification of an incident, you can count on an incident manager to engage you in a management consultation. The incident managers are clinical trauma professionals who will support you from the initial consultation, to establishment of the intervention plan, through the event and post event follow-up. Once the consultation is completed, the incident manager and company representative establish a clinically appropriate intervention plan for the on-site event, which will take place within 24-72 hours. Trauma counselors who provide onsite support are trained in our model and provide a wide range of support for individuals, groups, and managers on how to best support the organization and employees. The trauma professional is chosen carefully based on geography, the nature of the event, and workplace culture/demographics.
CISD-Supervisor/Manager Support	Deer Oaks provides telephonic consultation with managers/supervisors regarding the incident, traumatic stress reactions, self-care, their role in planning and recovery and how they can best assist employees following the critical incident. Coaching on how to talk to employees about the incident is also very important.
Program Promotion	
Online Tools and Resources at www.deeroakseap.com	Members will have <i>unlimited access</i> to our innovative Work-life website featuring an extremely comprehensive level of resource articles, assessments, audio, and video files covering emotional well-being, health and wellness, and workplace issues as well as child care, elder care, adoption, and education. The site is kept current and up-to-date by a team of dedicated staff, with new information added monthly. Members will use the organization-specific username and password, ensuring a confidential online experience. Demo link: https://www.advantageengagement.com/1601/login_company.php Login: deeroaks Password: deeroaks
Promotional Materials <i>Electronic and hard copy</i> <i>Monthly employee and supervisor e-newsletters</i>	Deer Oaks will provide the County with hard copy materials during implementation and as requested and electronic materials on an on-going basis throughout the contract term. Material development, printing and delivery of hard copy materials to a central location for internal distribution is included within our costs. Materials may be co-branded and are available in English and Spanish upon request. Materials include, but are not limited to: Launch letter, EAP brochure, EAP wallet card, program flyers, topical/awareness flyers, monthly supervisor and employee e-newsletters, posters, fact sheets, Did You Know Campaign Flyers, Training Catalogs (electronic), Supervisor Handbook (electronic), conduct onsite and webinar EAP orientations, articles, messaging for internal use, and social media content

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Program Evaluation	
Reporting <i>Available quarterly and annual</i>	Quarterly and annual utilization reports are available and include statistical usage information without infringing on member confidentiality. Our reports include data covering: caller demographics (age, gender, and status); utilization summarized by division; issue categories for EAP and work-life cases; identified personal and work-related issues; general assistance queries (not counted as utilization); Web hits; method of contact; and workplace activities (on-site events including training, crisis support, etc.). Monthly and ad-hoc reports are available upon request.
Program Evaluation & Quality Assurance	Deer Oaks monitors program participation/satisfaction, the quality of our services, and staff interactions with client employees through our quality assurance plan. We take a proactive approach to ensure that we deliver the highest quality services to our clients and their employees. Our call service centers hold International Organization for Standardization (ISO) 27001 certification. We conduct internal audits of call center personnel each month consisting of silent call monitoring, clinical case work review, work-life case work review, and secret shopper programs. We also provide an Interactive Voice Response (IVR)-based satisfaction survey offered to users live at the end of their initial phone call with a counselor or work-life consultant and at case completion, an online survey for completion following case closure, and surveys following each training and critical incident response. A formal grievance procedure is also in place and we are fully committed to taking immediate action and corrective steps if deficiencies are identified by our clients.

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Tab 1.1

Provide information regarding intake process, crisis intervention services, timeframe on an emergency basis, seminars, case management programs, special services or program services to be provided to the County, guidelines of confidentiality, etc.

1. Describe the intake process for both self and supervisory referrals.

Standard Intake, Assessment, and EAP Referral Process for Self-Referrals

The assessment process, which determines the need for counseling, begins at the case intake where demographic information is gathered and through a series of routine questions, the intake counselor screens for risk, identifies the presenting problem(s), and triages participants to the most appropriate resource(s) to meet their needs and preferences.

If the issue is determined to be clinical in nature, the member receives a thorough, telephonic clinical assessment with one of our counselors during the initial call that includes:

- Expert identification of the presenting problem or need
- Investigation into support systems
- Coping strategies
- Additional background information
- Mandatory risk assessment

Aside from the severity of the presenting problem, risk in relation to self and others is a key factor in determining the need and urgency of an appointment. If through the clinical assessment the counselor determines that a referral to a network provider for in-person short-term EAP counseling is necessary, the assigned case manager in coordination with our Network Advantage Team:

- **identifies and contacts counselors** from our network database based on the member's location, presenting problem, needs, availability, and counselor-client matching;
- **contacts a short-list of providers** to determine the provider's appointment availability, confirm that the information we have in our system is still correct, and that the provider will meet the member's needs; and
- **selects the provider that best matches the member's needs/requests** and provides the identified counselor's information to the member to schedule an appointment at a time that is convenient for him/her. This process takes the guesswork out of the referral process for your employees.

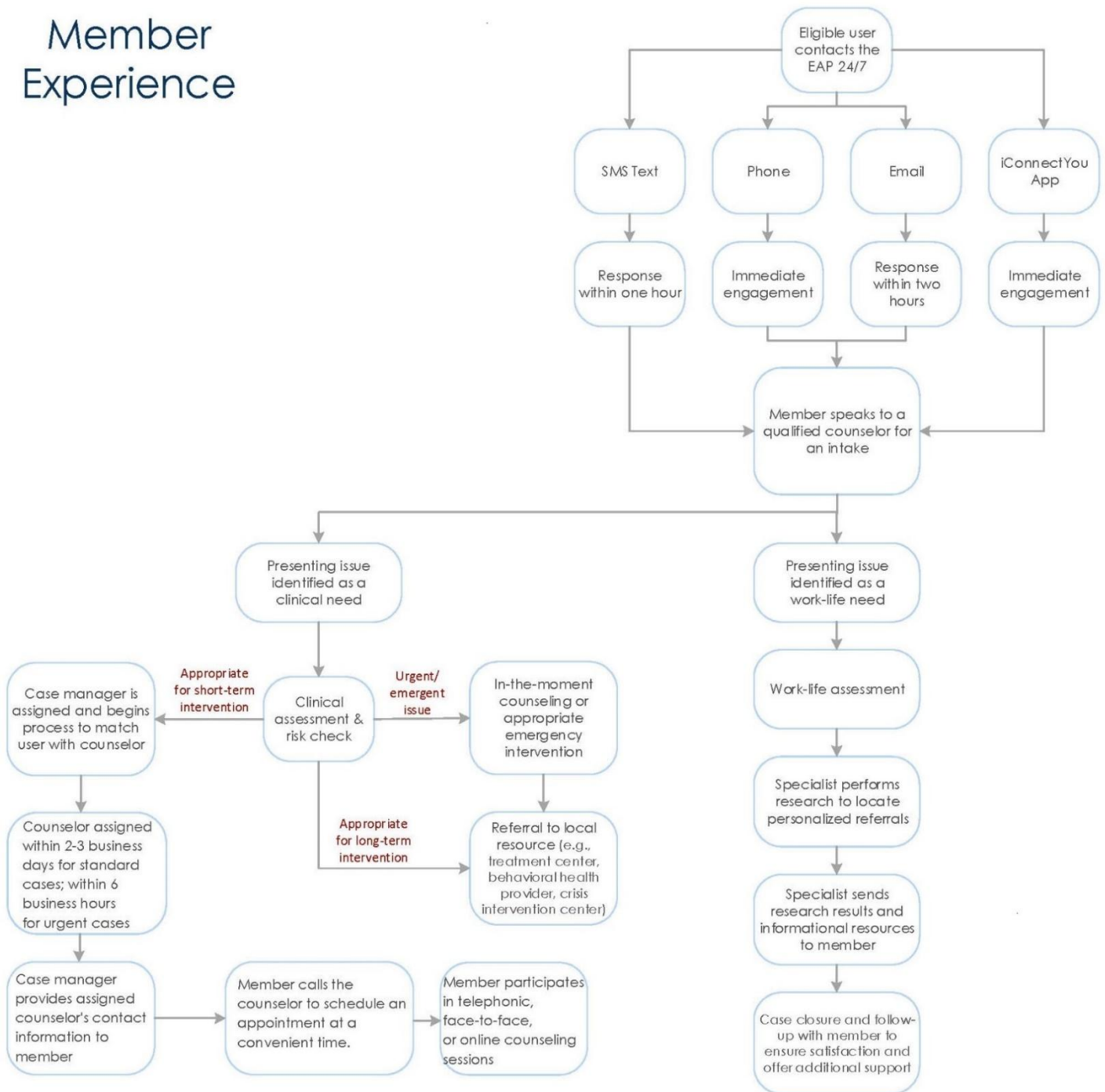
A confirmed provider referral is provided within 2-3 business days for routine cases with appointment availability standard within five (5) business days. For urgent cases, the confirmed provider referral is provided within six (6) business hours with an appointment availability standard of two (2) business days. Because the member is responsible for calling the referred counselor to schedule an appointment at a time that is convenient for him/her, the actual time to appointment may be shorter or longer depending on when the member schedules the appointment. In extreme crisis situations, the case manager follows our established escalation procedure as warranted which may include involvement of emergency services to preserve the member's safety.

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Based on the specific case and the presenting issues, the counselor may recommend other modes of support including our AWARE Mindfulness-Based Stress Reduction Program, telephonic life coaching, referrals to local support groups, or even a referral to the member's medical plan or other health and wellness benefits when appropriate.

A member experience diagram is provided below:

Member Experience



The stated response times are standards; not guarantees.



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Mandatory/Management-Directed Referrals Intake Process

Upon receipt of a request for a supervisory/mandatory referral, the Management Referral Specialist (MRS) will speak with the referring supervisor/manager, conduct intake, gather referral details, and explain the Manager Referral process. Following intake, the MRS will reach out to the employee to complete an assessment and determine needs.

2. Specify the maximum number of visits allowed per year.

County employees along with their dependents and household members will be eligible to receive **up to eight (8) sessions per separate issue** for assessment and short-term counseling per 12-month period. **Counseling may be provided in-person, telephonically, or video based on the member's preferences and clinical suitability.**

The decision around the type of modality for counseling is participant-driven based in clinical guidelines. Each participant has individual needs and what may work best for one person may be the least desirable option for another. Our solution is to offer multiple forms of counseling to our clients' employees and allow them to help drive the decision about which option (in-person, telephonic, or video) would be most suitable, empowering them to feel most comfortable with the counseling process.

3. Describe the crisis intervention services and timeframe you would provide as requested by the County on an emergency basis. Is this service part of the basic fee? If not, detail the cost separately.

Unlimited two-hour critical incident support events are included within the basic Per Employee per Month (PEPM) fee. Events may be held onsite or virtual. Additional hours beyond the initial two-hour event are available for an additional fee.

Deer Oaks has experience responding to small- and large-scale critical incidents including employee death, violence, workplace accidents, terror attacks, natural disasters, and layoffs/restructuring. In the event of a crisis, we provide efficient and compassionate support based on organizational needs and preferences aligned with clinical suitability.

We offer various responses, including information, practical support, telephonic crisis support, management consultation, on-site group meetings, and face-to-face counseling. **Our approach to critical incident response takes the initial approach of providing psychological first aid, and assigning the most appropriate intervention under the circumstances.** The ultimate objective of our post-incident service is to assist employers with decreasing the number of psychological casualties among employees and to facilitate a return to regular business functions as quickly as possible.

Deer Oaks averages a 99% critical incident response satisfaction rating across its book of business.

Effective crisis response is not formulaic—every single incident is unique and therefore requires a unique response. Responding to a workplace redundancy requires a completely different approach from responding to an employee suicide. While we have a standardized process to ensure consistency and quality, our approach is built with flexibility to ensure the most appropriate response for every individual incident.

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Therefore, **within 30 minutes of the notification of an incident**, you can count on an incident manager to engage you in a management consultation. The incident managers are clinical trauma professionals who will support you from the initial consultation, to establishment of the intervention plan, through the event and post event follow-up.

This is a key differentiator of our approach to crisis support. An account manager doesn't just take an order. Instead, a clinician speaks with the client contact and performs an assessment to understand the nature and severity of the event, including who was impacted, how employees are currently reacting, and logistical considerations.

Once the consultation is completed, the incident manager and company representative establish a clinically appropriate intervention plan for the on-site event. This offers the opportunity for the incident manager to:

- **Reassure the company representative** that we can provide the support needed
- **Assess the severity of the incident and determine the workplace impact**, including the status of the victims, the number of employees affected, and employees' initial reactions
- **Address logistical details** such as when the trauma professional(s) should arrive and whether the workplace is the safest/most appropriate place for on-site services

It is important to note that immediate on-site counseling is not always clinically appropriate. Bringing a trauma professional onsite immediately may increase employees' level of anxiety, as they wonder if there is more to what happened than they were aware of. Therefore, we recommend an onsite response of 24-72 hours as best practice.

For the first 24 hours, employees will learn of the incident and oftentimes remain in shock. It is important for the employer to provide consistent messaging around the incident and about support that will be offered in the coming days. The time between learning of the incident and the psychological first aid session will allow employees the opportunity to move past the initial shock and to process the event, enabling them to be more receptive to assistance.

Trauma counselors who provide onsite support are trained in our model and provide a wide range of support for individuals, groups, and managers on how to best support the organization and employees. The trauma professional is chosen carefully based on geography, the nature of the event, and workplace culture/demographics.

During the onsite two-hour session, the clinician will help employees understand:

- What happened
- Normalize their emotions
- Provide psycho-education around how an individual can help themselves to recover through healthy lifestyle habits, maintaining a normal routine, getting enough sleep, and accessing social support, among other activities.

We also offer an unmatched level of post-incident support. This includes outreach to affected employees and guidance for managers, providing them with information on how to identify and support employees who may need assistance after the onsite response has concluded. We know that, in many cases, the impact

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of a trauma does not manifest immediately, but may take a few weeks. With our outreach, we ensure that no one falls through the cracks.

Resource Guides

When there is a widespread incident that impacts a number of clients, such as a natural disaster, terrorist attack, or virus outbreak, we develop a resource guide. Each of these handbooks contains educational information and tips on how to manage reactions to the incident. The guide is developed by our expert content team and is sent in electronic format to our clients for distribution to employees.

CISM Experience

Deer Oaks is very experienced in mobilizing CISM resources across citywide, countywide and statewide geographic regions and in small communities and rural areas. Deer Oaks has a tremendous success rate in mobilizing resources in crisis situations due to its exceptional network coverage, solid operational infrastructure, and decades of experience.

Below are some sample cases to which we organized on-site CISM response for client employers in recent years. Many of these cases were complex and affected employee groups at multiple locations in very different ways. Therefore, we customized the interventions to meet the needs of the various employee groups.

Following the Nebraska prison riots in May 2015, Deer Oaks provided the Nebraska Department of Corrections with multiple management consultations following the riot to determine a plan of action on how we could best support the employees involved. Subsequently, we sent two (2) clinicians on-site to provide over 25 hours of on-site support over a two (2) week period. We also sent information to employees reminding them of their EAP benefit and of available access to their families and other household members.

Following the August 3, 2019 shooting in an El Paso Walmart, Deer Oaks conducted 24 hours of onsite support across 13 critical incident support events over a two-week span for the Texas Department of Family and Protective Services. Some of the events were conducted simultaneously at various locations. Some staff were directly impacted as they had family members involved in the shooting. For other employees, Secondary Trauma Support was needed due their own past experiences. Other staff were afraid for their lives due their case load and because they felt they couldn't trust anyone. Through this process, we assisted 77 employees through group and individual support.

Deer Oaks received a call after-hours requesting a CISM in response to a seven-hour standoff at a client's office that ended with a woman shooting her two children and then herself inside the building. An employee had also been taken hostage at gunpoint and later released. Together, the Deer Oaks Account Management and Clinical Team along with our client points of contact coordinated the CISM response. Our Clinical Manager also consulted with First Responders. Deer Oaks provided a counselor on-site the same day to provide formal critical incident stress debriefing sessions including discussions regarding trauma intervention, grief and acute stress. Deer Oaks provided multiple CISDs and follow-up sessions totaling more than 45 hours of service with an attendance of approximately 380 employees. Deer Oaks offered ongoing support for the employees and their families involved in the event, as well as one-on-one support.

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4. Describe seminars/brown bags to be conducted and the number you will provide each year as part of the basic fee.

Deer Oaks maintains a robust training program that is designed to assist the County in promoting a healthy and motivated work environment where employees are engaged and effective in their roles. The EAP can assist the County with providing not only mental health and wellness-related training, but also critical skills training such as soft skills and personal development. Our wellness and personal development topics may also be used by the County to provide important health and wellness education as a means of proactive prevention and may supplement other wellness initiatives in place through the County's employee wellness program.

Further, Deer Oaks understands that county government faces unique challenges in providing professional development opportunities for their staff. Because of the diverse nature of the County's workforce who work many different schedules and at dispersed locations in and outside of the office, reaching them with professional development opportunities can be a challenging undertaking.

The Deer Oaks EAP meets this challenge by including a customized training approach designed to maximize staff participation as part of our core EAP Services. Our unique blend of onsite, webinar, and on-demand training opportunities expands the reach and effectiveness of our training program and can have a significant impact on the County's ability to provide health, wellness, and professional development training for its staff.

Deer Oaks has included a **20-hour annual bank**, which may be used at the County's discretion for onsite orientation, Training Catalog seminars, Webinar Catalog seminars, and health fair/event attendance in addition to other on-demand and virtual training options. This annual bank allows the County the flexibility to use hours on services that it needs in the moment.

Our customized training approach includes the following components:

- **Unlimited EAP orientation webinars** for managers, supervisors, and employees.
- **Pre-Recorded EAP Orientation Webinar** for the County's internal use
- **Training Catalog:** Included within **20-hour annual bank**. More than 100 off-the-shelf seminars available covering a variety of work-life, wellness and EAP topics in the following categories: People Management, Caregiving, Financial, Legal, Wellness, Personal and Professional Development. We utilize a network of local trainers to deliver onsite seminars for our clients.
- **4-part First Responder Training Series:** Included within **20-hour annual bank**. This training series covering the following topics: *Feeling the Impact of Trauma - Reach out for Help, Reaching My Limit – When do I reach out for help?, "This one got to me" – Emotional Triggers, and Mindfulness and Meditation for First Responders.*
- **Drug-Free Workplace Compliance Seminar:** Included within **20-hour annual bank**. Deer Oaks is experienced at assisting clients with formulating policies and procedures related to the EAP, including drug-free workplace programs. We can work with the County to provide guidance around your current programs as well as suggestions on changes that may need to be made. Further, Deer Oaks offers our *Drug-Free Workplace Compliance Seminar*, which models the Department of Transportation's Drug-Free Workplace training. The seminar discusses signs and symptoms of substance use and how to deal with employees who have job performance problems that could be

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related to alcohol and other drugs; the necessary skills for referring employees to the EAP, other treatment providers, and/or drug and alcohol testing; and reasonable suspicion and supervisor responsibilities.

- **Webinar Catalog: Included within the 20-hour annual bank.** More than 70 fully customizable seminars. These seminars are developed in-house and therefore may be customized for specific audiences around hot button topics and initiatives such as stress management, change management, and resiliency. Our Director of Training, Greg Brannan, will be available to consult with the County to discuss workplace challenges and current issues/topics and to develop various webinar series throughout the year specific to the County.

For example, one of our current clients was experiencing heightened employee stress, morale, and civility issues as a result of employees returning to the workplace following the COVID-19 lockdown. Together, Greg and the client discussed their training goals/objectives and developed a 3-part Returning to Work During Difficult Times webinar series covering customer service, leadership training, change and stress management topics. We can partner with the County in a similar way to develop custom professional development series in line with County workplace challenges and initiatives.

- **12 new on-demand online seminars** per year. These on-demand seminars are pre-recorded and uploaded to the member website on the third Tuesday of every month.
- **70+ on-demand online seminars** available on our member website for personal and workgroup training. Sample topics include: *A Resilient Return to the Workplace, Addressing Anxiety, Coronavirus: Minimizing the Impact & Building Psychological Immunity, Keep Calm and Carry On: Maintaining Your Composure Amidst the Pandemic Panic, Leading Your People Back to Work, Social Injustice: An Open Dialogue, International Day Against Homophobia, Transphobia, and Biphobia*
- **2022 Quarterly Supervisor Excellence Webinar Series: Included.** A series of practical educational programs designed to help supervisors, managers, and other interested employees to build more engaged and productive work teams. This series is available to all supervisors, managers, and other interested employees and does not count toward your organization's Webinar training hour bank. A recording is available for distribution following the live session.
- **2021 Pandemic Support Webinar Series: Transitioning to the New Normal Recordings: Included.** This Webinar series is designed to help organizations and their employees to better cope with – and adjust to – the stress and changes brought about by the COVID-19 pandemic. The covered quarterly seminar topics include: *How to Cope with Change and Uncertainty, How to Maximize Productivity and Job Satisfaction While Working Remotely, How to Deal with Anxiety in the Midst of Stressful Circumstances, and Preventing and Overcoming Burnout.* All session recordings will be provided to the County for internal use.
- **2022 Supervisor Excellence Leadership Certificate Program: (fee-for-service or deduct 4 hours from training bank for organizational participation).** A webinar series designed to provide supervisors, managers, and other interested employees with enhanced skills to improve workplace morale, employee motivation, and staff productivity. Supervisors/managers that attend all four sessions either live or via online recording will receive the Deer Oaks Leadership Certificate.

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- **2022 Stress Management Webinar Series: (fee-for-service or deduct 4 hours from training bank for organizational participation).** A quarterly webinar series centered on stress management. This training series is designed to provide your employees with the knowledge and skills necessary to cope more effectively with stress so they can live healthier and more productive lives. The series is open to all employees. A recording is available for distribution following the live session.
- **Tracking and reporting** of staff participation for onsite training, live webinars, and recorded webinars along with satisfaction surveys following each training.

Educational seminars are generally offered in 1-hour sessions. In most cases, we are able to schedule seminars and webinars during timeframes that best meet the needs of your workforce. We require a minimum of 10 participants per training, with special requests considered on a case-by-case basis. We do not have a maximum participation limit for onsite training. Our webinars hold 1,000 participants per session, with the option to hold multiple sessions per training opportunity. Finally, our onsite trainers have a minimum of five (5) years of experience in their content area(s), are local to your communities, are knowledgeable of the industry, and familiar with workplace environments.

Our 2021 Training Catalog and 2021 Webinar Catalog are included as attachments.

5. Describe your case management program. Case management procedures are to include utilization review and clinical supervision.

Our clinical and work-life case management procedures are detailed below:

- For clinical cases that identity with risk (suicidal, homicidal, domestic violence, and/or child/elder protection concerns), the case manager will follow-up with the participant one day after the provider referral has been sent.
- For cases that involve minors, couples, family, and transitional support, the referred provider is required to complete a session review with our clinical team after the first session to ensure appropriateness and plan for ongoing treatment.
- For standard self-referrals, at the end of the clinical sessions, the referred provider will provide our clinical staff with notes, which will be stored in our case management system. These notes are reviewed by our provider relations team. If there are any clinical indications that follow-up is needed, the case will be assigned back to the clinical case management team for outreach.
- Mandatory referrals are case managed by our Management Referral Specialists (MRS), a division of our clinical team through case completion. With the signed consent of the employee, the MRS will report on the support provided and treatment compliance to the employer designated representative in the specified method and provide a formal letter of case closure upon treatment completion.
- Work-life consultants follow-up with each client by phone or email within 7-10 business days after the case is created to identify if a second search is needed or if the client requires any additional assistance to resolve his care need.

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- Legal and financial case follow-up occurs 7-10 business days after an attorney referral has been provided, 1 business day after a client has been connected with an advice attorney, or 3 business days after the client has spoken with a financial counselor.

6. Identify special or program services included but not limited to:

a. Consultant on policy and procedure development;

We provide HR and EAP policy review and recommendations as requested by our clients. This may be conducted by your account manager or another member of our team who is knowledgeable on the subject. We also offer unlimited telephonic consultation for County managers, supervisors, administrators, and HR with our specialized manager consult team.

Further, Deer Oaks is diligent in ensuring that the services we deliver are compliant with the local laws and regulations of each of the regions in which we operate. We have an internal compliance department that oversees anti-corruption practices and government sanctions. We have an ethical compliance management system to ensure adherence to laws, regulations, and company policies, and to foster an ethical framework.

Any legislative or compliance changes that would affect the scope of services or service delivery will be discussed with County representatives.

b. Development and maintenance of on-going programs on Drug and Alcohol Awareness and/or Drug and Alcohol Free; Workplace (for management, supervisors and employee levels); and

Deer Oaks is experienced at assisting clients with formulating policies and procedures related to the EAP, including drug-free workplace programs. We can work with the County to provide guidance around your current programs as well as suggestions on changes that may need to be made. Further, Deer Oaks offers our [*Drug-Free Workplace Compliance Seminar*](#), which models the Department of Transportation's Drug-Free Workplace training. The seminar discusses signs and symptoms of substance use and how to deal with employees who have job performance problems that could be related to alcohol and other drugs; the necessary skills for referring employees to the EAP, other treatment providers, and/or drug and alcohol testing; and reasonable suspicion and supervisor responsibilities.

c. Dealing with difficult employees.

We understand that HR, supervisors, and managers juggle a wide range of responsibilities during their work day. From handling employee issues i.e. complaints, disciplinary action, terminations, etc.; recruiting of new employees; and managing benefits programs to more organizationally-focused challenges of employee retention, motivation, and engagement; leadership development; and maintenance of a positive corporate culture, HR personnel have a lot on their plates.

Deer Oaks is here to help! We offer a wide-range of services that can assist HR and other supervisors/managers to tackle difficult workplace challenges head-on and provide individual and group support for all tiers of management.

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Services include:

- Unlimited telephonic management consultation
- On-site management consultation (included within the 20-hour annual bank)
- HR and EAP policy review with recommendations
- Mandatory/Management-Directed Referrals
- Conflict resolution and mediation services
- Department of Transportation (DOT) Substance Abuse Professional Evaluations (fee-for-service)
- Fitness-for-Duty Evaluation referral coordination
- Onsite, webinar, and on-demand training

7. Ability to provide as part of the basic services or extra feature, assistance in mediating employee relations' issues and/or training for supervisors.

Deer Oaks is experienced at providing conflict resolution/mediation services in the workplace for our client employers. We can provide work-related mediation services to assist with resolving workplace conflict and interpersonal issues and offer two levels of service.

- **Conflict Resolution:** two-party counseling via a formal mandatory referral- *included in proposed rates*
- **Full-service in-person mediation service** with a qualified mediator; the mediator meets with each party separately and then jointly, establishes an action plan and follows up- *fee-for-service*

As part of this process, we provide input and advice to your HR department as to whether mediation would be appropriate for each potential case through our telephonic management consultation service. Managers, supervisors and HR may call our dedicated Helpline for a management consultation and to request workplace conflict resolution and mediation services.

8. Describe transition of counseling services or anyone who is currently in counseling.

By retaining Deer Oaks as your EAP provider, no case transition will be required. Should the County select a new EAP, Deer Oaks will complete any open cases at the time of transition.

9. How will you ensure a variety of referral sources?

We ensure a variety of referral sources through our diverse and comprehensive clinical affiliate provider network and community resource database. We already have a diverse, robust referral network developed and maintained in Fort Bend County due to our nearly 10-year relationship with the County.

Clinical EAP Referrals

We understand how important it is for members to feel comfortable with their counselors and build trust, resulting in meaningful exchanges of information. This starts with creating a successful client-counselor match from the onset of the referral.

Our process to assign an appropriate counselor to a member begins with the initial clinical assessment. Our provider relations team works to locate the most appropriate counselor based on the member's preferences and clinical needs within a reasonable distance of his/her home or work. This may include gender, language, location, and experience based on presenting issue(s). This client-counselor matching is an important step to ensuring that your employees receive assistance from counselors that are appropriate to their needs.

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Our network includes counselors with a variety of backgrounds and skills including:

- Treatment specialties (ex. stress management, grief/loss, anger management)
- Treatment approach (ex. group, family systems, mindfulness, biofeedback)
- Client demographics (ex. children, international assignee, military, LGBTQ, geriatric)
- Languages spoken

This information is saved to the provider's record in our network database, allowing our provider relations team to search for the best match possible for each member. The database also tracks various licenses and certifications. Our team then contacts a short-list of providers to determine the provider's appointment availability and confirm that the information we have in our system is still correct.

For example, if a member requires an evening appointment within 25 miles of his/her home with a counselor that speaks Spanish, our team will contact providers within our system to see which providers have evening appointment availability within the specified distance from the member's home and that speaks the requested language. Our team will then determine which one (1) provider best meets the member's needs prior to sending the referral to the member. This process takes the guesswork out of the referral process for your employees.

This process extends to the assigning of an in-house counselor for telephonic or video sessions as well. We factor in member preferences including language and gender, as well as the member's clinical needs. Our clinicians have a variety of professional backgrounds and we work to ensure the clinician with the most relevant experience would assist the employee.

In addition, our counselors use their own unique skills, supervision, internal training, and continuing professional development, to offer prompt, courteous, and responsive clinical assistance to all members, while ensuring their needs are met within the parameters of the EAP service. Our counselors routinely work with employees from varied backgrounds and are adept at approaching each caller as a unique individual with unique communication needs, supporting employees sensitively and appropriately.

Core to what we do is our ability to be empathic and walking in someone else's shoes is a key component of empathy. Our clinical staff are trained to understand and empathize with individuals from a wide range of cultural backgrounds, reflecting the diverse populations we serve. As such, we provide the "Cross-Cultural Sensitivity and Perception of Risk" training to all new clinical hires. The focus of this training is to help develop cultural competence and sensitivity skills in our phone intervention, reducing discrimination and racism and providing more awareness of cultural nuances, especially around risk concerns. It also includes nuances around serving the LGBTQ+ community.

Community-Based Referrals

For referrals outside of the EAP or referrals concurrent with EAP counseling, Deer Oaks maintains a robust database of cost-effective community and work-life resources, as well as a network of attorneys throughout the United States, Puerto Rico, the U.S. Virgin Islands, and Canada. Our information is kept up-to-date by a dedicated team.

Our work-life/community resource database contains listings of providers and/or community organizations and resources drawn from local, state, and federal directories and includes:

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- Child care providers, including licensed day care centers, licensed family day care homes, in-home care (nanny agencies), summer camps, before/after school care, back-up and emergency care, etc.
- Elder Care providers, including skilled nursing facilities, assisted living facilities, home health agencies, community resources, Meals-on-Wheels programs, etc.
- Adoption providers, including national and international agencies, adoption attorneys, state specialists, support groups, etc.
- Education providers, including public and private elementary and secondary schools, preparatory colleges, colleges, universities, etc.
- Community resources, including a variety of daily living resources including housing, pet care, financial assistance, health care, travel, etc.

Our consultants are highly trained and experienced in local community outreach and providing information on a range of community-based organizations. For instance, upon local disasters, we gather information from local resources such as the American Red Cross, the United Way, and other local relief efforts so that we are prepared to support employees and address issues that include, but are not limited to, shelters, alternative housing, evacuation routes, safe point locations, food, clothing, and locating missing loved ones and/or family pets.

10. What procedures will be in effect to ensure that multiple employees or dependents don't arrive in the waiting room at the same time?

Deer Oaks maintains a **national network of 58,000+ affiliate clinical providers** including **5,231 affiliates in the State of Texas** and **116 affiliate providers within Fort Bend County**. Utilizing a diverse network model in the provision of counseling ensures that we are able to match each individual accessing services with a provider that best meets his/her clinical needs and preferences. It also offers greater confidentiality. Because we have more than 100 providers to refer to in the area, employees are less likely to be referred to the same counselor and therefore will not encounter each other arriving or leaving an appointment. In our experience, trusting that the EAP is confidential is one of the most important reasons why individuals choose to access the EAP versus their medical plan or other employer-sponsored benefit and leads to greater program utilization.

11. What are your guidelines for confidentiality?

Maintaining client confidentiality is a fundamental requirement for all aspects of Deer Oaks' service provision. Deer Oaks preserves client confidentiality at all times in accordance with the Employee Assistance Professionals Association (EAPA) Code of Ethics; Health Insurance Portability and Accountability Act (HIPAA); other relevant professional guidelines; and the law. The professional management of confidentiality insures that personally identifiable and sensitive information is protected from any unauthorized disclosure. Disclosure is allowable only when there is authorization by client consent, or when required by law. When disclosure does occur, it is undertaken in ways that best protect the client's trust.

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We believe that trust is a critical factor of an employee assistance program, and we will work hard to ensure that County employees feel comfortable that their contact with our services is always confidential. All of our promotional materials include language that reinforces the confidentiality of the service. During presentations, we frequently remind employees that we do not report back any personal details about their interactions with the EAP. In fact, this is one of the reasons why having an external program can be beneficial to increasing utilization. When employees understand that, although the EAP is paid for by their employer, it is delivered by an external organization, they often feel more comfortable reaching out for assistance.

A data protection officer has been appointed who is responsible for day-to-day data protection matters and for developing specific guidance on data protection issues. Our senior management team, the quality team, and all those in managerial or supervisory roles are responsible for developing and encouraging good information handling practice within the service.

The overall guiding principles for disclosing confidential client information include:

- Any disclosure should be in the client's best interest.
- Disclosures should be on a need-to-know basis.
- Any disclosure remains consistent with the purpose for which the client originally conveyed the information.

In addition, members have certain rights regarding the personal information that is collected and maintained. We offer choices about what personal information is collected, how that information is used, and how we communicate with members.

Our specialists and counselors will convey the limits of confidentiality when asked and provide this information clearly in informed consent materials offered to participants. Where a counselor or specialist is faced with a participant who is assessed to be a danger to himself, herself, or others, the counselor must advise the participant of the possible limits to confidentiality in that context.

We also ensure the confidentiality of the personal and sensitive information we collect from participants. As a condition of employment, every employee is required to read and sign a confidentiality agreement, outlining the appropriate guidelines for use and handling of confidential information. This document is kept in the employee's personnel file. Violation of this policy will subject an employee to disciplinary action up to and including termination.

EAP Record Maintenance & Security

Deer Oaks maintains confidentiality and complies with federal and state regulations regarding confidentiality of medical records. Clinical records are kept in a secure electronic format on a proprietary case management system. Access to data is by authorized password only and according to staff role. Our IT system uses software to maintain backup on a daily basis. These backups are stored in a separate location for security purposes. Most client records kept by us are in electronic format but there are some records from affiliate counselors kept in hard copy. Disposal of clinical records commences at regular intervals (once per annum) to coincide with the end of respective retention periods (generally six years). Disposal of hard copy records is undertaken by an approved shredding service and electronic record via data disk erasure.

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Call Center Physical Security

Physical security is controlled by proximity security cards issued to individual employees with access based on required access to designated controlled areas of the facility. In the Raleigh data center, four exterior doors use proximity cards for initial access. Sensitive areas (counseling and data center) have additional proximity readers that further restrict access. The IT department has an additional proximity card reader and houses the data center. Each sensitive area has role-based requirements to access. All computer equipment, except printers, have individual UPS systems to maintain power during an outage. The data center has a generator capable of running the entire facility including HVAC and lights for seven days. Multiple contractors are available for refueling if needed.

12. How do you handle supervisory referrals? What feedback will you give?

Formal referrals of employees to the EAP are welcome, and can be arranged quickly and easily. These referrals help an organization and/or manager to demonstrate duty of care towards an employee. Manager referrals can also be an integral part of an internal management process, such as a disciplinary or health-related protocol, and they can have the greatest impact on maximizing attendance.

If a manager recognizes that an employee is experiencing stress and/or having attendance issues, he or she can refer the employee to the EAP to help resolve the issue. We offer **unlimited telephonic consultation** to supervisors attempting to manage employees with job performance problems. Our counselors can assist supervisors in processing the behavior/issues and determine the appropriate action i.e. coaching sessions, supervisor-suggested referrals, mandatory referrals, fitness-for-duty referrals, mediation, etc.

If the counselor and supervisor agree that a mandatory referral is appropriate, **the counselor explains the referral process, coaches the supervisor on how to engage with the employee regarding the referral and ensures that the supervisor has all of the applicable forms.** Neither the employer, nor Deer Oaks, can force an individual to seek assistance through the EAP, but provided that Deer Oaks has the signed consent of the employee, we will contact him or her as soon as the referral form has been received via confidential fax.

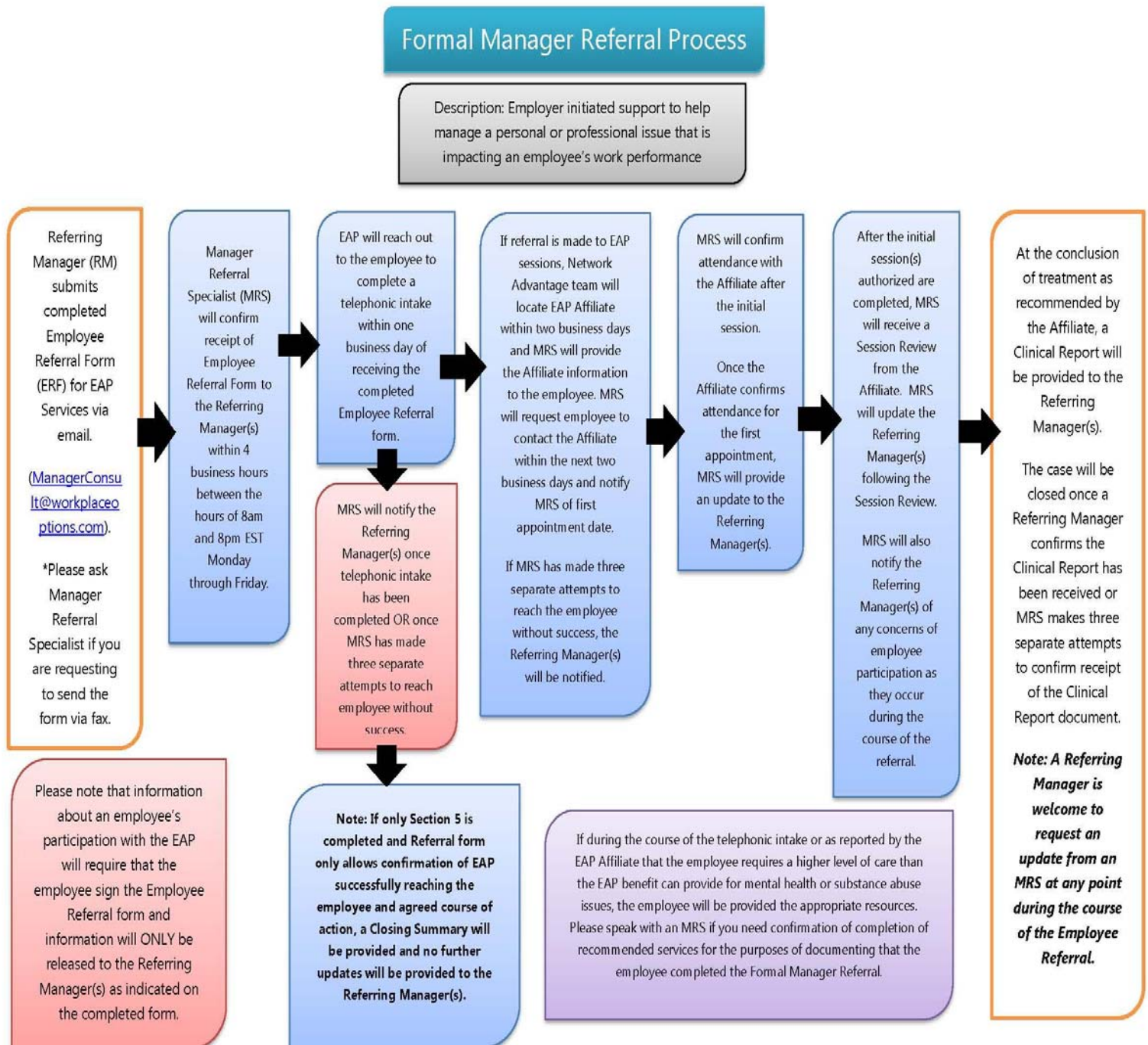
Reporting on the support provided is available with the signed consent of the employee. The management referral paperwork will specify what level of reporting back to the manager/company representative has been agreed with the employee and the frequency of reporting. The information reported back to the manager or company representative will be dependent on the level of disclosure the participant has agreed in writing on the referral paperwork.

Upon case completion, a final summary report (where agreed) will be shared with the referring manager/company representative within 2 to 5 business days of the feedback being received from the clinician assigned to deliver the sessions.

Deer Oaks is available to provide training seminars to supervisors and managers on the mandatory referral process and to provide management consultations throughout the contract term on this and other issues facing managers and supervisors. We also have a *Mandatory Referral Guidelines Handbook* that is available electronically for distribution to your management team.

Our Mandatory Referral Flow Chart is provided below for your reference.

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13. What types of issues are addressed by the EAP counselors?

Through the EAP, our counselors support employees and their dependents/household members on a wide range of mental health topics using short-term, solution-focused therapy. Individuals may access the EAP for support with a variety of personal and work-related issues, including but not limited to:

- Emotional & psychological issues
- Stress/tension/grief
- Depression, anxiety
- Anger management
- Marital & family relationships
- Interpersonal relationships
- Family & parenting issues
- Child & adolescent problems
- Bullying/discrimination/harassment
- Childcare/eldercare issues
- Domestic violence
- Physical & emotional abuse
- Substance abuse & dependency
- Occupational issues/job stress
- Job performance & attendance issues
- Interpersonal problems with coworkers
- Adjustment to disability counseling
- Crisis management, workplace violence

The EAP does not cover issues that require physician/psychiatric evaluation, psychological testing, chronic mental health illness, long-term psychotherapy treatment, or inpatient or residential treatment services. In these cases, we will provide the individual with an appropriate referral to either his/her health plan or to other community resources.

Specialized Program Approach for First Responders

Deer Oaks has experience serving first responders including law enforcement, EMS, fire, correctional officers, and case workers through EAP contracts with State and local government and the Federal Law Enforcement Training Centers (FLETC). Through this experience, we have developed a wealth of experience in working with first responders and have adapted our approach to best serve this population.

In our experience, first responders often feel they cannot disclose their mental illness for fear of unemployment and/or associated stigma. The stigma and consequences of mental illness have historically been similar in both the military and law enforcement, with consequences that are often career ending. Because of the level of risk, danger, and associated stress inherent to their line of work, law enforcement officers often face an extraordinarily higher probability of developing post-traumatic stress disorder, as well as other mental illnesses. Unfortunately, stigma and lack of understanding can create a culture of secrecy and denial, with officers rarely divulging the existence of a mental illness and therefore not seeking appropriate treatment. The lack of treatment allows a disorder to worsen, ultimately jeopardizing not only careers, but personal lives as well.

At Deer Oaks, we seek to proactively outreach to this population in order to gain trust and increase program awareness and usage. During implementation, we meet with key administrators within each safety-sensitive department to discuss how we can best support and integrate within established internal programs and initiatives and determine avenues of program promotion.

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We are also able to search for providers with experience in serving first responders and/or have counseling/psychotherapy specialties in PTSD, trauma, work issues, and more. When working with members of law enforcement, our clinicians are mindful of these dynamics and readily validate any discomfort they may have with disclosure of information and provide assurance of confidentiality. Our clinicians are very aware that due to the nature of a law enforcement officer's work, it is important to consider any underlying trauma that may be impacting the reason for their call. In addition to the support provided by the EAP, we encourage these members to increase natural supports and resources, providing additional resource information through our work-life services, AWARE Mindfulness-Based Stress Reduction Program, and telephonic life coaching.

Additionally, we have found that suggesting structured telephonic counseling has been effective when first responders seem hesitant to engage in face-to-face counseling. We find that many first responders are more open to telephonic counseling due to the anonymity of the service. First responders are known in their communities and may be worried about being recognized at the provider's office. Because of this, they often request a referral to a provider that is located outside of their district or resist the offer of in-person counseling. Therefore, telephonic counseling is an efficient and effective solution to provide the first responder with the assistance he/she needs in a more confidential, comfortable manner.

Finally, we often discuss challenges facing high-risk employee groups with our clients and are happy to develop innovative, proactive solutions for the County around these issues and to integrate within established support programs.

An overview of our specialized services for first responders is provided below:

- **Dedicated First Responders Helpline number**, which identifies the caller as a first responder when answering the call. Our clinicians have received training on how to conduct specialized intake, assessment, and triage procedures for first responders in order to make the process more comfortable for this specialized workgroup.
- **Actively recruit providers on our affiliate provider panel** where available that specialize in counseling high-risk populations and understand their unique challenges.
- **Specialized outreach and education for first responder/safety personnel** to encourage program utilization and the confidential nature of the EAP.
- During implementation, **meet with HR and key department administrators** to determine objectives, goals, gather historical information, and discuss how we can best support established internal programs and initiatives such as peer support groups.
- **Consultation on critical incident response teams** and other internal committees.
- **Tailor critical incident response** for law enforcement/corrections/fire, etc.
- **4-part First Responder Training Series** covering the following topics: Feeling the Impact of Trauma - Reach out for Help, Reaching My Limit – When do I reach out for help?, "This one got to me" – Emotional Triggers, and Mindfulness and Meditation for First Responders
- Offer our **AWARE Mindfulness-Based Stress Reduction (MBSR) program and telephonic life coaching** as complements to counseling. These programs can assist high risk personnel in learning mindful techniques and strategies that they can incorporate into an individualized practice plan. Establishing short mindfulness habits improves self-care, reduces stress and increases resilience. Mindfulness based stress reduction can also assist with focus, clarity and impact first responders' capacity to make effective decisions during times of crisis.

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14. Will a 24-hour 800 number be available for all members? Can you provide these services to the hearing impaired and provide translation in other languages?

Yes, Deer Oaks provides a 24/7 toll-free Helpline number staffed by Master's level clinicians through which County members may access services.

Multi-lingual Services

To assist non-English speaking persons, we utilize our [Language Line services](#), which offers immediate access to an interpreter in over 200 languages. All intake staff undergo a training on [Language Line](#). Additionally, staff have job aids to guide them on how to use the service, keep callers on the line, identify the caller's language, etc. With these provisions, staff are well-equipped to handle calls in any language with efficiency and ease.

This process applies to the initial intake, during which the caller's demographics are collected, needs are identified, and a risk check is performed. For in-person counseling referrals, individuals are matched with an affiliate who is an appropriate match to their clinical needs, as well as primary language. The successful match occurs in 98% of the members served. In the 2% of cases where there is not an available provider to speak the preferred language, we provide bridge counseling via the translation service, while we are identifying an affiliate with the appropriate clinical credentials and language fluency.

Further, our website includes both English and Spanish sites and promotional materials including wallet cards, fact sheets, and brochures are available in Spanish upon request.

Services for Member with Hearing Impairments

For individuals with hearing difficulties, we provide a [TTY line](#) which is answered 24/7 by our master's level clinicians. In addition to this line, we offer [online chat and text message](#) access to the service through a RMS Instant Messaging System for work-life issues and iConnectYou mobile app for intake, clinical assessment, and structured counseling.

Based on our experience, text interaction is the preferred mode of access for those who are deaf and hard of hearing. Our RMS Instant Messaging module on the web is utilized more heavily than the TTY access. Our mobile app, iConnectYou, also offers additional text and online chat access points, which hearing impaired users may find useful.

15. Is there direct access (phones manned by licensed counselors) via an 800 number to crisis counselors, 24 hours a day, seven days a week?

Yes. Deer Oaks understands that employees are busy, stressed, and work long hours. Therefore, we seek to make it as easy as possible for your staff to access their EAP benefit by offering a variety of 24/7 access points:

- [Toll-free Helpline answered live 24 hours a day by Master's level clinicians](#). Employees will never reach an automated messaging system, phone tree, or general customer service representative. They will speak directly with a live master's level EAP clinician each and every time they call for assistance, no matter the day or time.

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Because we do not have a prescribed process flow, our intake counselors are trained to listen closely to each member and to hear what is truly going on and what is being implied. They seek to guide each employee to a solution that addresses his or her individual concerns, which may require a multi-pronged approach of integrated EAP, work-life, and community resources—*all of which are addressed during the initial phone call.*

- **iConnectYou Mobile App** through which members may engage with their benefit via phone, video, or instant messaging. The app not only allows users to initiate contact with the program, but can also be used to deliver structured telephone or video counseling. Informational resources are also available. iConnectYou is available as a free download via Google Play and App Store. We will provide employees with a code specific to the County to access the app's full features.
- **Compass Asynchronous Texting** is an add-on communication functionality within our iConnectYou mobile app, which allows members to exchange asynchronous text messages with our specialists. Asynchronous texting means that members can write messages whenever they want and one of our specialists will answer within 24 hours. Compass offers the convenience and comfort of a schedule-free messaging conversation. Compass is not counseling via text. This service provides members with convenient access to specialists who can provide support for day-to-day challenges in a stigma-free, convenient environment.
- **Real Messaging Service (RMS) Instant Messaging** through which members may chat live with a Work-life Consultant regarding child care, elder care and other daily living work-life issues. The tool features simultaneous translation in over 100 languages.

Offering employees multiple ways to access services allows them the opportunity to choose the avenue that is most comfortable for them, thus increasing the likelihood that they will utilize the service. This is especially important in today's multi-generational workforce. A "Baby Boomer" employee may prefer to pick up the phone to access services, where a "Millennial" would be attracted to the idea of instant messaging, texting, or video chatting with a counselor.

Handling of Crisis Calls

Immediate clinical assistance is available 24/7/365. Calls received after-hours and on weekends receive the same level of service as those received during regular business hours. Master's level counselors and a clinical supervisor are always available to handle emergency (and other) cases.

Our counselors have a responsibility in the course of assessment, to judge which cases have a probability of suicide risk. Of those, the counselor will specifically assess whether the danger appears to be imminent, or if the employee is at high risk of suicide in the short-term.

Where there is imminent, clear, and present danger judged to exist, the counselor will implement a plan to protect the employee's safety above all else. Under these circumstances, professional standards and the law allow for a breach of confidentiality (as appropriate), as part of an organized safety plan.

If the employee is alone and in imminent danger, we reassure him that help is available and support his decision to call for help. The counselor keeps the employee on the phone and alerts another counselor that emergency support is needed. The supporting counselor will contact the local police department and request access to the local emergency service dispatch. The supporting counselor will report the emergency and will provide the individual's location, the present threat, his mental status/stability,

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medical state, and any other relevant details. The counselor will remain on the phone with the employee until emergency services arrive.

The counselor will attempt to speak with the responding police or emergency personnel to apprise them of the situation and obtain information as to where the employee will be taken. Emergency services have decision-making power once they arrive. The counselor's only input is in providing information. When working with emergency services, EAP counselors do not attempt to engage in a discussion of the clinical issues involved in the case, but rather report the facts of the case in a concrete and deferential manner. The counselor will remain available to the hospital or physician in order to discuss case and assessment information as needed to assist with the employee's admission.

16. Can you provide referral services that treat a variety of issues and that have stratified fee levels?

Yes. Many of the referrals made through our work-life services include community programs with stratified fee levels. All referral organizations are contacted prior to referral to ensure that they meet the individual's stated needs. Our complete integrated work-life service package is discussed under the next heading (17).

Additionally, for clinical cases, if the initial assessment establishes that long-term specialist counseling is required, or if this is identified at an early stage of the counseling process, then we can make an external referral to the employee's health plan or to community resources to ensure that the employee is placed on the path he or she needs to get more intensive support. The types of referrals provided vary based on the service delivery systems, government programs, laws governing information and advice, and private resources. We utilize internal provider databases and our research teams to locate appropriate referrals for each member.

Long-term specialist counseling is not included in the cost of the EAP and will be the responsibility of the member and/or the health plan when appropriate. If the member does not have medical insurance, our team will coordinate referrals to low cost and/or no cost resources based on availability.

17. Outline other non-counseling services that are provided as part of your EAP, i.e. legal, financial, online, etc.

Alternate Modes of Support

Deer Oaks is unique in that it offers several additional support alternatives in addition to traditional short-term counseling. Our counselors may recommend one or more of the following support programs for members based on the initial assessment and presenting issues. Only one support modality may be used at any one time.

Aware – Mindfulness-Based Stress Reduction (6 session program)

Our unique research-based MBSR program, Aware, is an alternate modality of support for participants experiencing life stress, pain, and challenges with focus and concentration, as well as individuals who want to increase their awareness of and commitment to intentional living.

With a personalized approach to applying mindful practices to life, Aware teaches participants how to be engaged, diminish distractions, and counteract stress. The program cultivates focused and resilient employees, who are more engaged and productive in the workplace. Through six (6) weekly sessions,

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MBSR-trained health and wellness professionals provide one-on-one support and supply electronic resources for self-guided individual practice. Assessments conducted at the start of the program and upon completion provide measurable outcomes to demonstrate personal progress.

In My Hands – Computerized Cognitive Behavioral Therapy (cCBT)

In My Hands is our case manager-assisted self-help program that addresses mild to moderate anxiety, stress, and depression. The online program educates users and suggests techniques and tasks designed to guide participant progress for positive therapeutic outcomes. Several modules are available, including Introduction to CBT; Self-Esteem and Thinking Styles; Low Mood and Depression; Stress and Anxiety; and Coping and Resilience.

The self-paced program encourages participants to interact with the application weekly, and to monitor their own perception of how they are functioning in terms of personal wellbeing, close family relationships, work, and social roles. In My Hands is available in English.

Telephonic Life Coaching (6 session program)

Certified telephonic coaches partner with participants in a thought-provoking, creative process for navigating life transitions and maximizing personal and professional potential. Areas covered include career development, performance improvement, mentoring, work-life balance skills, managing change/transitions, managing stress, and time management skills.

Life coaching is offered in a six (6) session model that generally lasts three to four months. In the initial 45-minute session, the participant works with the coach to establish a vision, determine goals, and create an action plan. Subsequent 20-minute follow-up coaching sessions ensure the participant is on track to achieve the desired goals. Calls are scheduled at a time that is convenient for the participant and coaches also provide supportive email communication for sharing of resources and progress check-ins.

Industry-Leading Work-life Services

Deer Oaks' work-life services include legal and financial services, as well as child/elder/adult care and daily living consultation with confirmed match referrals. Our Work-life consultation, resource, and referral service provides practical assistance to users around a wide variety of dependent care issues.

Our integrated EAP and Work-life consultation, resource, and referral process is designed to provide tailored consultation and referral packets individualized for each member. As part of this process,

- **All provided referrals are qualified and matched to the specific needs** and requirements of the user—*100% of the time*. For example, is the agency within a reasonable distance of the member's work or home? Does the agency have availability meeting the member's requirements? Do the agency's fees meet the member's budget? Does the agency accept the specified form of payment?
- **Each agency is contacted to ensure availability** and to determine if it is an appropriate match for the employee's needs. During this call, the specialist verifies the data in the provider profile (e.g., fees, availability, address, hours of operation, program features, etc.) and updates the record.
- **The consultant then selects three (3) to five (5) providers** with confirmed vacancies that best meets the member's stated needs and provides them to the member in the agreed upon method.

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- **Referral packets are provided to members** within three (3) business days for standard cases and within six (6) business hours for urgent cases.

Through our work-life service, we are able to assist employees with day-to-day issues that make life challenging and can detract from personal and workplace productivity. From locating child care, care for pets, personal care, and travel agents to locating home improvement contractors, education resources, and summer programs, we handle the consultation, research, and referral process from A-Z and provide referrals that are customized to the individual. Essentially, we help handle employees' to-do-lists, leaving them with more time for what matters most and less stress.

Below are sample topics for which our Daily Living and Dependent Care Teams can provide support.

- Adoption
- Childcare
- Back-up child care
- Special needs care
- Summer programs and camps
- Parenting skills
- Parenting classes
- Playgroups
- Education K-12 programs
- Higher education support and programs
- Caregiver support services
- Respite care
- Apartment locators
- Chore services/house cleaners
- Home repair (handymen, plumbers, electricians, contractors, etc.)
- Entertainment services
- Pet obedience training
- Transportation and travel services
- Volunteer opportunities
- Tutors
- Fitness and wellness centers/programs
- Moving/relocation services
- Pet sitters/kennels
- Event planning
- Veterinarians

Legal Assist

Through our **Legal Assist** program, members may consult with a plan attorney – *for free*. We contract with a nationwide network of attorneys to provide consultation to employees or family members regarding their legal concerns. Using our unique case management system, the caller initiates contact with a legal consultant who conducts the intake, confirms appropriateness and availability of the lawyer, and follows up to ensure client satisfaction and resolution.

Callers can obtain consultation for any legal issue, with the exception of those involving disputes or actions between an employee/dependent and their employer or EAP or for business issues.

Legal Assist offers two types of legal services to meet employees' needs. Offering both advice and local referral services ensures that all employees' legal needs are addressed in an appropriate manner.

- **Advice:** The majority of employees requiring legal assistance do not want or need to retain a lawyer. Their concerns can be resolved through a free telephonic advice service. In these situations, the legal consultant will transfer the employee to a qualified attorney for a free 30-minute consultation per separate issue.
- **Local Referral:** For employees who have an immediate need for in-person legal consultation, we refer the employee to a conveniently located lawyer with the appropriate expertise. These local lawyers provide a free half-hour consultation, and, in most instances, agree to discount their hourly fees by 25% if additional assistance is required.

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Services include:

- **Free 30-minute telephonic advice or in-person consultation** with an in-plan attorney
- Consultation consists of analysis of the situation and advice on how to proceed. There is no document review or creation during this free consultation
- If representation is required, members receive a **25% discount off hourly attorney fees**
- Covered Issues Include: family law, criminal, bankruptcy, adoption, elder care/ wills/ trusts/estate planning, probate, landlord/tenant issues, debtor/creditor, consumer Issues
- Excluded Issues: Employment as it relates to employees and family members, one's own business, class action lawsuits, taxes
- There is **no limit to the number of times you can use the service** for different issues
- Coverage available in **all 50 states**
- Telephonic attorneys cannot self-refer, so you are assured unbiased advice
- **Unlimited access** to online educational resources, links and tools
- **Interactive online will preparation**- create a legally binding simple state-specific will at no cost through a step-by-step online "interview process"

Financial Assist

Financial challenges are one of the most prevalent issues facing employees and households today. Therefore, offering a robust financial assistance program through the EAP is important to helping employees to become not only physically and emotionally fit, but also financially fit in order to better contribute to the workplace. With **Financial Assist**, employees can access a program of comprehensive financial support services—empowering them to concentrate on responsibilities at work, rather than on financial concerns.

Services include:

- Free **unlimited telephonic consultation with an Accredited Financial Counselor** qualified to advise on a range of financial issues such as bankruptcy prevention, debt reduction. Purchasing a home, and financial planning
- There is **no limit to the length of the consultation** or restrictions on repeated use of the service
- Counselors address issues via a toll-free information line, and follow up by mailing supporting educational materials;
- Excluded issues include tax Issues, counseling, advice or comparison of specific financial services or products
- After the appointment, the counselor will email and/or mail a summary of goals and steps along with any additional, applicable, educational materials and a quality survey
- All counselors are knowledgeable in a **wide range of financial topics**
- **Unlimited access** to a wealth of educational financial resources, links, tools, and forms (i.e. tax guides, financial calculators, etc.)
- Includes **self improvement "Task Builders"** for interactive financial improvement
- Articles, worksheets, and handbooks

Tab 1: Understanding Scope of Work and Services

ID Theft Prevention & Recovery

Through our [Financial Assist](#) Program, victims of identity theft can receive telephonic consultation that will help them to recover from, and minimize the impact of, a breach of their identity.

- Provides victims [consultation with an Accredited Financial Counselor](#) who will discuss the situation with the member and provide consultation and information on steps that should be taken upon discovery of identity theft
- Consultation may include: how identities can be stolen and common warning signs; how to obtain one's credit report(s) to look for indications of identity theft; how to read and understand one's credit report; and steps to take if identity theft is indicated
- [Free credit monitoring service](#) available via our work-life website
- Resource links, tip sheets, and brochures on avoiding and identifying identity theft are available along with referrals to full-service credit recovery agencies

Take the High Road Ride Reimbursement Program

Deer Oaks remains concerned about the safety of its EAP participants and others. Therefore, Deer Oaks reimburses EAP participants for their cab, Uber, Lyft, and other ride-sharing fares in the event that they are incapacitated due to impairment by a substance or extreme emotional condition. Such circumstances may include over consumption of alcohol, drowsiness due to medication, or extremely upset/troubled over a situation. This service is available once per year per participant with a maximum reimbursement of \$45.00 (excludes tip). The process is simple, and like all other EAP services, confidential. Simply call the Deer Oaks Helpline for information regarding reimbursement.

Engagement Engine Work-life Website

County members will continue to have [unlimited access](#) to our members-only information via [Engagement Engine](#)- an innovative, re-imagined Work-life website. Throughout the website, a range of content types are provided—articles, resource links, calculators, self-assessments, audio and video files, online courses, and online seminars—to appeal to different types of learners and web customers. One hundred new articles are added to the website each month. URLs within existing content records are checked quarterly and entire content records are reviewed on a two-year cycle. Members receive an established organization-specific username and password to access the site, ensuring a confidential online experience.

Below is a comprehensive listing of the features of the work-life website:

- Customizable layout and content options including branding and preferred color scheme
- Many options available to include company-specific benefits information
- English and Spanish sites available
- Optimized for both Web and mobile devices
- Site is kept current and up-to-date, with 100 new articles added monthly
- 7 content divisions: Parenting, Aging, Balancing, Thriving, Living, Working, and International
- 61 content modules, 527 content categories
- Searchable databases and resource links for child care providers, elder care and related services, adoption resources, attorneys, certified financial planners, pet sitting, private and public high schools and colleges, and volunteer opportunities
- 40 financial calculators

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- Over 90 streaming audio files and 100 video files covering a range of health and emotional health topics
- On-demand, online seminars each month, with archiving of past seminars
- Links to Monthly Employee and Supervisor Newsletters
- More than 6,000 regularly updated articles
- News for You updated monthly, now featuring the option to add customized tabs
- Rotating features on Module pages
- A new Homepage featuring new articles and resources each month
- Savings Center: a discount shopping program offering employees up to 25% discounts on name-brand goods and services
- Relocation Center: a collection of resources that allows users to learn about communities across the United States, providing vital statistics
- More than 100 ready-to-use legal forms provided by Nolo
- Access to Mayo Clinic medical and health information

Demo Site

Below are the link, login and password for the demonstration website. As a demo site, some features may not be fully enabled.

https://www.advantageengagement.com/1601/login_company.php

Login: deeroaks

Password: deeroaks

Tab 1.2

Provide implementation material (examples) that will be provided to the County regarding your program services. Describe your process of training of supervisors.

- 1. What informational material will you provide employees and supervisors on your program services? Provide samples with your proposal.**

We seek to maximize every opportunity to make a personal connection with employees, as well as to collaborate with client EAP coordinators and department heads to launch coordinated, multi-faceted promotional campaigns. *Our success is reflected in the utilization rates of our clients, with a book of business average case utilization of 8.65% and a County book of business average case utilization of 9.37%, both well exceeding the national industry average of 5%.* Our client utilization tends to increase from year to year as we capitalize on the momentum made in consistent program awareness.

Fort Bend County has realized this firsthand, with a three-year case utilization average of over 21%, far exceeding the national industry average and our book of business average. We will continue to partner with the County to ensure ongoing program promotion and outreach over the next contract term to maintain healthy employee engagement with the EAP.



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As the County's current EAP provider, we have **already established a strong partnership and healthy communication** between County representatives and Deer Oaks. We are your partner, not just your vendor. Through this working partnership, we will continue to develop custom, turnkey multimedia awareness campaigns spearheaded by your Project Manager.

Over the last nearly 10 years, we have utilized **creative approaches** to both launch and re-promote the EAP and build program awareness starting with a launch letter, then the distribution of wallet cards, flyers, brochures, and monthly supervisor and employee e-newsletters. Posters are provided for display in high traffic areas such as cafeterias, break rooms, bulletin boards and time clock areas. Those initial steps **create awareness and interest**, which is then **reinforced by onsite and webinar orientations** that allow employees to interact, ask questions and learn about the program at a deeper level. We also provide a pre-recorded EAP orientation webinar that may be posted on the County's intranet site, on the HR website, included in an email for dissemination to employees, and used in internal meetings.

Topic-specific, ongoing promotions are provided throughout the year to reinforce program awareness and stimulate continued utilization. We keep the messages fresh through the development of "Did You Know" campaigns, monthly flyers on topics of interest to employees and in line with the employer's wellness initiatives, on-demand online seminars, orientation webinars, and reminders to managers and supervisors of how the EAP can be used as an effective management tool and to assist in dealing with difficult employee situations.

We establish a **calendar of monthly themes** that reflect topics of interest to working people such as work-life balance, wellness, child care, elder caregiving, and legal and financial issues. Our materials focus on positive outcomes to typical challenges, and embrace a broad selection of employee assistance and work-life topics.

We welcome the County's input into these promotional activities, as with all features of the program, and can customize a plan to meet your requests. Our marketing materials and communication methods vary, taking into account factors such as demographics, generational differences, lifestyles, and client preferences. We can tailor webinar training, materials, and awareness campaigns that address hot button issues and challenges facing staff. Although hard copy materials are made available during implementation and as requested, we have found that ongoing electronic/camera-ready materials are an effective means of program promotion.

In addition to the above activities, it is also important that leadership send the signal that it is not just okay to use the program, but they actually encourage use of the EAP. Our experience shows that when the EAP is openly embraced by senior leadership, we see the highest utilization rates. Therefore, educating executive leadership, EAP Coordinators, and department heads about the EAP, its various uses and ways to spread the word internally will be a key element of our promotional strategy.

Through this integrated multi-media promotional strategy, Deer Oaks seeks to ensure that the County's diverse workforce continues to be aware of benefits available to them through our **integrated EAP + Work-life Program**, as well as ensure that key personnel have the knowledge to internally promote the program, leading to continued healthy program utilization.

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Promotional Materials

Deer Oaks will provide the County with hard copy materials as requested and electronic materials on an on-going basis throughout the contract term. Material development, printing and delivery of hard copy materials to a central location for internal distribution is included within our costs. Materials may be co-branded and are available in English and Spanish upon request.

Materials include, but are not limited to:

- Launch letter
- EAP brochure
- EAP wallet card
- Program flyers
- Topical/awareness flyers
- Monthly supervisor and employee e-newsletters
- Posters
- Fact sheets
- Did You Know Campaign Flyers
- Training Catalogs (electronic)
- Supervisor Handbook (electronic)
- Conduct onsite and webinar EAP orientations
- Articles, messaging for internal use
- Social media content



Tab 1: Understanding Scope of Work and Services

2. Describe your process of training of supervisors. Include training goal objectives and provide examples of training materials to be used.

Supervisor training is an important tool in creating an environment where employees are engaged and effective in their roles. We place particular emphasis on supporting supervisors and helping them to become more effective leaders within their organization. Through training, we can assist HR, supervisors, and managers in developing their leadership skills, team building techniques, conflict resolution abilities, and other key professional development skills. Research suggests that when supervisors and managers are empowered, invested, and committed; their departments are more effective and their employees are more productive and satisfied with their jobs.

Therefore, we offer a combination of on-site, webinar, and on-demand online training for supervisors designed to assist them in improving and sustaining a positive workplace culture, while providing them with the tools necessary to assist their employees in realizing their maximum potential.

- **Unlimited telephonic management consultation** regarding organizational issues such as turnover, hiring freezes, absenteeism, lack of employee engagement/presenteeism, etc., with program and policy suggestions
- **Robust training program** including professional development webinars that are specifically designed to provide managers and employees with tools and tips to improve manager/employee relationships, supervisor skills and increase employee engagement and morale
- **Consultation with our Director of Training, Greg Brannan**, to design issue-focused webinar training and awareness programs for various employee populations
- **Supervisor Excellence Webinar Series**: This webinar series is designed to provide supervisors and managers with enhanced skills to improve workplace morale, employee motivation, and staff productivity. Our 2022 topics include *The 7 Habits of Highly Effective Supervisors*, *The Keys to Effectively Managing Employee Performance*, *Strengthening the Team*, and *Transitioning from Staff Member to Supervisor*. This Webinar series does not count toward the County's 20-hour annual bank and is available to all interested employees and supervisors/managers. Recordings of each session will be available for distribution to employees.
- **EAP supervisor orientation** not only highlights the service provided, but also gives managers an understanding of how the EAP can support them in their role as a manager. The outcome of conducting initial and ongoing supervisor orientation sessions is that usage of the EAP increases, as employees and managers understand the full scope of the service. Managers also become more proactive in dealing with difficult employee situations, make more referrals, and know how to use the service as a management tool.

Through a combination of onsite, webinar, and on-demand training, we seek to increase outreach to all employees, maximize attendance, increase program awareness and track attendance.

Sample training materials are included as an attachment.

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Tab 1.3

Provide quality control information about the methods used to assure participant satisfaction, program evaluation, grievance procedures and quality control of your program. Include the methods used to allow individuals using counseling services and supervisors making referrals, to evaluate the services anonymously.

- 1. What methods do you use to ensure participant satisfaction and adjudicate complaints? Describe the method of program evaluation. What method do you use to allow individuals using counseling services and supervisors making referrals to evaluate anonymously the services needed?**

Deer Oaks monitors program participation/satisfaction, the quality of our services, and staff interactions with client employees through our quality assurance plan. We take a proactive approach to ensure that we deliver the highest quality services to our clients and their employees.

Below is a summary of our quality assurance monitoring activities.

Case Management & Reporting System

- All client information, calls, instant message session, and face-to-face interaction with an individual are tracked in our proprietary online case management system, allowing us to efficiently and effectively log and monitor cases in real time.

Case Management/Follow-up

- For clinical cases that identity with risk (suicidal, homicidal, domestic violence, and/or child/elder protection concerns), the case manager will follow-up with the participant one day after the provider referral has been sent.
- For cases that involve minors, couples, family, and transitional support, the referred provider is required to complete a session review with our clinical team after the first session to ensure appropriateness and plan for ongoing treatment.
- For standard self-referrals, at the end of the clinical sessions, the referred provider will provide our clinical staff with notes, which will be stored in our case management system. These notes are reviewed by our provider relations team. If there are any clinical indications that follow-up is needed, the case will be assigned back to the clinical case management team for outreach.
- Mandatory referrals are case managed by our Management Referral Specialists (MRS), a division of our clinical team through case completion. With the signed consent of the employee, the MRS will report on the support provided and treatment compliance to the employer designated representative in the specified method and provide a formal letter of case closure upon treatment completion.
- Work-life consultants follow-up with each client by phone or email within 7-10 business days after the case is created to identify if a second search is needed or if the client requires any additional assistance to resolve his care need.

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- Legal and financial case follow-up occurs 7-10 business days after an attorney referral has been provided, 1 business day after a client has been connected with an advice attorney, or 3 business days after the client has spoken with a financial counselor.

Anonymous Satisfaction Surveys

- Online member satisfaction survey available to participants via our member website to measure and evaluate our service delivery. The survey also includes a separate set of three (3) outcomes questions. The results of member satisfaction surveys are included on utilization reports when available (based on member completion rate).
- Provide satisfaction surveys following each critical incident support service and training (onsite and webinar) to ensure complete satisfaction with the provided service(s). Summary results may be provided to the County.
- Our Interactive Voice Response (IVR) survey captures the user experience voluntarily after the initial interaction (intake) with our staff. Participants use their phone key pad to reply “Yes” or “No” to three questions: “Did we help?”, “Did you feel we cared about you and your request?” and “Did your organization make the right decision in hiring us to provide this service?” Participants are also provided the opportunity to leave a detailed voicemail message. All messages are transcribed and reviewed on a monthly basis. If the feedback indicates a poor experience, a quality assurance specialist reaches out to the individual to offer appropriate services to improve the experience. The IVR survey is used as an internal quality assurance tool; therefore, results are not available to clients.

Program Participation

- Project manager monitors utilization, trends, and the effects of various promotional campaigns on an on-going basis
- Quarterly utilization reports with formal review of the data with County personnel
- Discuss trends and make suggestions regarding programming, promotion, and policies as appropriate

Internal Call Center Audits

Our Quality Department conducts internal audits on a monthly basis, which consist of:

- Silent monitoring of counselor/consultant intake calls and outgoing calls to assess an overall service quality index for each individual;
- All EAP counselors have their case work reviewed formally on a monthly basis, monitoring overall quality, accuracy and clinical protocols;
- Team leads audit work-life cases each month to review compliance with the edits made by the editors prior to sending the case to the end-user;
- Internal and External Secret Shopper Program;

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- Our Quality Department uses a set of Quality Key Performance Indicators to measure overall quality performance: audits, complaints, secret shopper scores and participant satisfaction. These are calculated on a monthly and year-to-date basis.

Our quality assurance program ensures that we consistently provide the highest quality of services to our clients and achieve program objectives. A formal grievance procedure is also in place and we are fully committed to taking immediate action and corrective steps if deficiencies are identified by our clients.

2. Describe applicable grievance procedures for employees and resolution history.

Deer Oaks has a formal grievance procedure in place. We want to know when the interaction with the service did not meet a member's need or expectation. Therefore, any complaint/ appeal is considered very seriously. When a complaint is received, the complaint is logged in our complaint database, assigned a priority level and investigated immediately by our quality team and operations management. The initial investigation determines where the service breakdown occurred i.e. EAP Service Provider or within the call center (Counselors and Work/Life Consultants). The Account Manager and/or the Executive Director of EAP contacts the member to discuss the complaint and develop an appropriate resolution. Concerns are documented, including a complete description of the complaint and the actions taken for resolution. Complaints are generally resolved within 3 to 21 calendar days of the grievance filing.

3. Describe the methods and procedures in place to ensure quality control of your program.

Our Quality Assurance Program activities are detailed in the above response to Tab 1.3.1.

4. How do you ensure the quality of services at your centers and any affiliate/contract offices?

Deer Oaks ensures our clinical staff and affiliates are using current research-based practices and delivering quality services through our call center and at affiliate provider offices through clinical staff training, supervision, and continuing education along with affiliate provider monitoring. These efforts are explained below:

Clinical Staff Training

In their first month of employment, our internal counselors participate in 120 hours of instruction, observations, mock-call exercises, peer-audits, self-auditing, and simulation-based training. Following new hire induction training, refresher trainings are held on an as-needed basis for internal clinical staff. Over 60 training topics are currently offered, including culture-specific training, assessing for risk, and clinical documentation. New trainings are developed based on evolving events and the most frequent presenting issues. In addition, our Clinical Proficiency Program encourages further development of expertise and leadership. Higher classifications are obtained through trainings, mentoring, and continuing education.

Staff clinicians must participate in ongoing trainings to ensure they are consistently delivering the best service possible. We offer programs to support our employees in gaining new skills and knowledge they can apply in their current role.

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Clinical Supervision

Qualified clinical supervisors within our call center provide formal supervision of our counselors/case managers. Clinical supervision occurs formally during scheduled meetings and on a pro rata basis. Clinical supervisors work with supervisees to ensure that they adhere to clinical best practices and work within ethical boundaries. Clinical supervision consists of dedicated time for reflecting upon and determining actions to support and develop the supervisee's practice. Techniques include role playing, sharing of knowledge/techniques, and constructive feedback. The purpose of supervision is for the professional growth and development of clinicians and to ensure that the best possible services are offered to clients and members.

Continuing Education

Clinicians must complete continuing education per regulations to maintain any applicable licensure and/or certifications. Additionally, our staff are continually trained and participate in ongoing training to ensure that they are consistently delivering the best service possible. Our clinical team leads offer programs to support our counselors in gaining new skills and knowledge they can apply in their current role.

Professional Development Institute

Our Professional Development Institute offers monthly sessions which our clinicians can attend; they can earn one professional development hour for each session attended. Each session is designed to expand their knowledge and introduce emerging treatment options. Topics for 2021 have included:

- Online Support: How to Adapt the EAP Counseling for Virtual Settings?
- Sociocultural Identities, Intersectionality, and the Therapeutic Relationship
- Addiction and the Short-Term Model
- Supporting Caregivers and Loved Ones of those Suffering with Addiction in the Short-term Model
- Containing a Traumatized Nervous System in Short-Term Therapy
- Working with Transgender Clients and Their Families

Clinical Quality

Our Vice President of Global Clinical Quality is responsible for maintaining and improving the quality of work delivered by our counselors, as well as for developing and updating appropriate clinical policies to which our counselors must adhere.

All clinical call center counselors' casework is reviewed on an ongoing basis through structured quality audits, in addition to ad hoc reviews and pertinent case discussion. Clinical team leads review a minimum of three cases (at random) per counselor each month to monitor quality and accuracy as well as adherence to clinical protocols.

Affiliate Clinical Network Providers

Our network providers are expected to deliver counseling in the same high quality, consistent manner as our internal counseling staff. Network providers receive information on our policies, procedures, and guidelines for delivering services. Interactions with our case managers as needed during the counseling process further ensure proper procedures are followed. To be a member of our clinical network, all counseling providers are required to have an arrangement for formal clinical supervision.

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They must also maintain their licensure/certification for counseling, including the completion of continuing education. Like our in-house clinical staff, counselors in our affiliate provider network are invited to participate in our Professional Development Institute at no cost to them; this provides access to training/education on current best practices and developments in the industry and also helps them complete their continuing education requirements for licensure.

Network Provider Monitoring

A team comprised of our provider relations and clinical management (in conjunction with our in-house clinicians) provide ongoing clinical oversight and governance of our providers. Review of our network providers' cases is an ongoing process and is conducted in a number of ways. Network counselor case notes are reviewed and stored in our secure case management system. Any anomalies or quality issues related to the providers in our network are immediately reported to the network manager, who reviews them with the lead clinical supervisor for appropriate follow-up. A record of performance is kept in our case management system, readily available for review.

Our Evolution Case Outcome Management System (ECOMS) is crucial for monitoring the performance and quality of our network providers. We can compile aggregate data from available outcome scores pertaining to any particular network provider and can therefore produce concise and constructive feedback when required. We also utilize satisfaction surveys to measure and evaluate service delivery (including of providers) to employees.

- 5. Provide details regarding any past complaints, pending litigation, or recent (2006 to current) decisions and settlements against your organization or employees. Include information on both criminal and civil suits.**

Deer Oaks has no past or pending litigation or formal complaints, neither criminal nor civil in the referenced timespan (2006 to current).

Tab 1.4

Provide information on management reporting capabilities. Describe the services that can be provided to integrate management reports with medical plans offered by the County.

- 1. List management reporting capabilities. Detail reports/statistical data on a monthly basis with quarterly summaries to include: sex, type of job, professional and/or nonprofessional, management consultations, referral source, type of problem, resource referred to, in-patient/out-patient, and outcome/follow up. Provide Fort Bend County such reports and specify reporting capabilities.**

Deer Oaks believes in the importance and utility of reporting to employers on the utilization patterns of the employees and dependents covered through the EAP. Therefore, **standard utilization reports are provided electronically via email each quarter and annually** and include information requested by the County without infringing on member confidentiality. **Monthly and ad hoc reports are also available upon request.**

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Please note that we do not provide any reports that could compromise employees' privacy. Therefore, we do not individually report on a division so small (≤ 100 employees) that there is a risk for disclosing individual employee information; such statistics are incorporated into organizational reports. For divisions with 100 or fewer employees, the only data to be provided is an indication of whether or not there was utilization within each department.

Our standard reports include data covering:

- Caller demographics (age, gender, and status)
- Utilization summarized by division
- Issue categories for EAP and work-life cases
- Identified personal and work-related issues
- General assistance queries (not counted as utilization)
- Web hits
- Method of contact
- Workplace activities (on-site events including training, crisis support, etc.)

Your project manager reviews the detailed reports on an ongoing basis, monitoring utilization trends and the effects of various promotional campaigns. Through dialogue with County representatives and reviewing the utilization reports, your project manager has the opportunity to keep her finger on the pulse of the EAP services being offered, keeping an eye out for trends that may indicate a need for specialized support.

For example, if we notice that a number of employees are contacting the EAP regarding frustrations with colleagues, we might suggest offering training on dealing with workplace conflict. Similarly, if we see that a particular department has unusually low utilization levels, we could look at ways to increase program awareness through targeted promotions.

She then applies these results to adapting the program as needed for the County, keeping in mind your organizational strategies and goals. *A sample standard utilization report is included as an attachment.*

2. Describe the services you would provide for integrating management reports with the medical plans offered by the County.

Our utilization reports reflect EAP usage data, as well as, the number of referrals made to resources outside of the EAP such as the medical plan or community resources.

Additionally, through our **BenefitCONNECT** service, we seek to ensure that employees who make use of the EAP are also made aware of, and directed to, other appropriate benefits offered to them by the County. Successfully making these connections ensures employees are aware of and appropriately referred to their other benefits, which is key to enhancing the service and reducing cost. Through **BenefitCONNECT**, we will catalog all relevant client benefits at implementation, whether they are unique to a specific location or a general offering available to all members. This information is saved in our case management system and is readily available for staff reference. This enables us to put a member in touch with the right person so they can take advantage of the right benefit. We seek to establish proactive integration outreach and creation of cross-referral processes/protocols with other County benefits and can provide integrated reporting on both the quantity and type of cross-referrals.



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3. Is it possible to tailor the reports specifically for Fort Bend County?

Yes, in many cases, Deer Oaks is able to tailor reported data points on our utilization reports based on the various needs of the County.

Tab 1.5

Provide information regarding the process for screening providers, their required experience, education of counselors, referral network and how you monitor the quality of services throughout the network.

1. Describe your process for screening providers.

Much like your employee health plan, Deer Oaks maintains and utilizes an affiliate network of credentialed mental health providers to whom we refer members for in-person assessment, EAP counseling, and related services.

Our extensive **national network of 58,000+ counselors** are located in every state and Puerto Rico, thus enhancing service access for employees who may be traveling, dependents who are attending college out-of-state, or employees who choose to retire outside of their home state. By calling the Helpline, they can easily access the full scope of EAP and work-life services and receive appropriate referrals in their particular location domestically.

Below is a summary of our affiliate clinical network for the County:

- 5,231 affiliate clinical provider locations in the State of Texas
- 1,068 affiliate clinical provider locations within Harris County, TX
- 116 affiliate clinical provider locations within Fort Bend County, TX
- 88 affiliate clinical provider locations within Brazoria County, TX
- 827 affiliate clinical provider locations within a 30-mile radius of zip code 77469

Fort Bend County EAP Affiliate Provider Network within 30-mile Radius of Zip Code 77469: By Provider Type

Provider Type	# Provider Locations
Advanced Registered Nurse Practitioner	4
Marriage & Family Therapist	50
Master Level Clinician	154
Nurse Practitioner	6
Professional Counselor	340
Psychologist	140
Social Worker	133
827 Clinical Affiliate Providers	

Tab 1: Understanding Scope of Work and Services

Fort Bend County EAP Affiliate Provider Network within 30-mile Radius of Zip Code 77469: By City

City	# Provider Locations
Bellaire	28
Fresno	1
Houston	599
Huston	5
Jersey Village	1
Katy	33
Manvel	5
Meadows Place	1
Missouri City	7
Needville	1
Pearland	46
Richmond	9
Rosenberg	4
Stafford	19
Sugar Land	66
Wharton	2
827 Clinical Affiliate Providers	

Affiliate Provider Qualifications/Credentialing

In order to be accepted into our affiliate network, each provider must meet the following minimum standards:

- Possession of a minimum of a master's degree in a mental health discipline
- Five years minimum post master's experience in the direct provision of clinical care
- Current and unrestricted license as a mental health practitioner at the independent practice level
- Maintenance of professional liability insurance at the level of \$1 million per occurrence and \$3 million aggregate
- Attestation/disclosure to the existence of prior sanctions or limitations to license, malpractice claims history, the existence of felony convictions, and the ability to perform the essential functions of an EAP counselor

As a certified Credentials Verification Organization (CVO) through the National Committee for Quality Assurance (NCQA), our credentialing department performs primary source verification in accordance with NCQA standards each time a provider is credentialed or re-credentialed (every three years). As such, each provider's accreditations, insurance, supervision, and continuing professional development credits are primary source verified by our network management team. Each provider's application is thoroughly reviewed by our credentialing committee, which makes the final determination of network inclusion. Ongoing provider monitoring is also conducted as detailed in response to 1.3.4 under Quality Assurance.



Tab 1: Understanding Scope of Work and Services

2. What is the availability of counseling services (hours, days of the week)?

Intake, clinical assessment, in-the-moment support, and crisis intervention are available 24 hours a day, 365 days a year via our toll-free Helpline and iConnectYou App. Telephonic and video counseling are also available during and after normal business hours by scheduled appointment. In-person counseling is available through referral to one of our local affiliate providers, many of which offer counseling appointments during normal business hours, evenings, weekends, and holidays for added convenience.

Our affiliate provider network is diverse and includes counselors that range in gender, expertise, treatment specialty areas, location, and language capabilities. Therefore, our case management team is able to search our provider database for counselors that best match each individual's preferences based on such factors as location; appointment availability i.e. evening, weekend, daytime; specialty with the presenting problem; education/certification level; and language preference. The case manager then contacts the identified providers to determine which provider is the best match for the member and then provides the provider's information to the member for appointment scheduling.

Tab 2: Firm and Staff Experience/Qualifications and Ability to Perform

- **Firm Experience: Provide, at minimum, five (5) letters of references of similar size contracts. References to include contact information (name, phone, email address) and number of years in business. Provide the contactor's proven ability to perform effectively and timely.**

Five (5) letters of reference are included as an attachment for the County's review. Many of our clients are able to provide verbal or emailed references, but due to restrictions, are not able to provide letters of reference. Therefore, below are five (5) additional clients of a similar size and complexity that may be contacted for reference information:

Mr. Michael Howard
Risk Management
Montgomery County
501 North Thompson St., Ste. 202, Conroe, TX 77301
Phone: (936) 539-7886
Email: michael.howard@mctx.org
Client since 11/13/2006

Mr. Manuel Gonzalez, HRIS Manager
Bexar County
211 S. Flores, San Antonio, TX 78204
Phone: (210) 335-2849
Email: manuel.gonzalez@bexar.org
Client since 1/1/2004

Ms. Jennifer Salazar, HR Director
Brazos County
200 South Texas Avenue, Suite # 206, Bryan, TX 77803
Phone: (979) 361-4117
Email: jsalazar@co.brazos.tx.us
Client since 1/1/2008

Ms. Shannon Steele, Benefits Manager
Travis County
1010 Lavaca St., Suite 420, Austin, TX 78701
Phone: (512) 854-6046
Email: shannon.steele@traviscountytexas.gov
Client since 12/1/2014

Mrs. Ana Picazo, Acting HR Director
McLennan County
214 N. 4th Street, Suite 200, Waco, Texas 76701
Phone: (254) 757-5158
Email: ana.picazo@co.mclennan.tx.us
Client since 10/1/2015

Tab 2: Firm and Staff Experience/Qualifications and Ability to Perform

- **Qualifications:** The respondents must provide firm qualifications demonstrating the capability, the credentials, the skill set and the capacity to perform and complete the prescribed scope of work. Indicate the contractor's current work load excluding this project.

Firm EAP + Work-Life Industry Experience/Qualifications

A **San Antonio, Texas-based national and global provider**, Deer Oaks has successfully administered **integrated EAP + Work-life programming** to employer groups throughout Texas and the country for **29 years** and served as **Fort Bend County's EAP partner for nearly 10 years**. Implementing high-quality, built-to-suit EAP programming to employers at competitive rates is our core business. In fact, **100% of our revenue is derived from EAP**.

Further, **with 95% of our membership comprised of public employers**, we have a long history and wealth of experience working with school districts, colleges/universities, and government agencies of all sizes at the federal, state, and local levels.

We currently cover approximately:

- 1 million members nationally
- 167,900+ school district members
- 178,900+ state government members
- 185,000+ higher education members
- 335,000+ local government members
- 469,000+ Texas employer members

Our clients range from as small as two employees to more than 50,000 employees and include a number of organizations similar in size and complexity to Fort Bend County, including, but not limited to the following:

- | | |
|---------------------------------|-------------------------------------|
| • Allegany County, MD | • Clay County, MO |
| • Bexar County, TX | • Gadsden County, FL |
| • Bexar County Sheriff's Office | • Garrett County, MD |
| • Brazos County, TX | • Hays County, TX |
| • Cameron County, TX | • Hennepin County, MN |
| • City of Auburn, AL | • Hidalgo County, TX |
| • City of Bryan, TX | • Kendall County, TX |
| • City of Cambridge, MA | • Luna County, NM |
| • City of College Station, TX | • McLennan County, TX |
| • City of El Paso, TX | • Mobile County, AL |
| • City of Lawrence, MA | • Montgomery County, TX |
| • City of Melbourne, FL | • North Hays County Fire and Rescue |
| • City of Mission, TX | • Oklahoma County, OK |
| • City of San Antonio, TX | • Oswego County, NY |
| • City of Savannah, GA | • Salt Lake County, UT |



Tab 2: Firm and Staff Experience/Qualifications and Ability to Perform

- Travis County, TX
- Webb County, TX
- Texas Health & Human Services System
- Texas Commission on Environmental Quality
- Texas Parks and Wildlife
- Texas Juvenile Justice
- Texas Military Department
- Texas Education Agency

Through strategic partnership, we serve as a trusted expert, contractor and consultant to our employers. We understand that Fort Bend County along with each department and employee group have their own separate needs and challenges; therefore, EAP services and service delivery need to be client tailored at the County, departmental, and employee population levels when necessary in order to provide resources that are relevant to various cross-sections of the County's workforce including the Sheriff's Office. *Through this adaptability, we are able to apply the right programs, to the right departments, at the right time in order to proactively assist employees to better assess and cope with day-to-day challenges.*

Deer Oaks' rich combination of public sector expertise, industry focus, understanding of county culture, familiarity with Fort Bend County and long-standing partnership, flexible programming, affordable pricing structure, and experience managing EAP administration for local government, large and small, urban and rural, makes us an ideal choice to continue to serve as the County's EAP partner.

EAP Administration Experience/Qualifications

The day-to-day operations of the EAP are managed by **Alicia Barrera, the Executive Director of EAP** with input from the CEO, **Paul Alan Boskind, Ph.D** and **President, Laura Davies**. Alicia is responsible for the overall strategic and operational responsibility for staff, programming, and execution of services for clients; allocation of financial, material, and personnel resources to ensure contract performance; and ongoing programmatic excellence and quality assurance activities. **Monique Lovato, Senior Account Manager** will continue to directly serve as Project Manager for the County's EAP contract, serving as the day-to-day contact. Business development activities are led by **Greg Brannan, Director of Business Development and Training**.

The lines of reporting authority and communication for the contract are clear and direct. **Monique Lovato, designated Implementation & Project Manager** will interface and communicate directly with the County's Contract Officer and other key representatives. Contract requirements will be communicated by the County's Contract Officer to the Project Manager directly. The Project Manager will take the actions required to implement the requirements. Monique will have full authority to make staff and resource decisions for the contract and will be solely responsible for contract performance. She will ensure that all necessary steps are identified and implemented as needed to ensure superior contract performance.

We also employ **150+ staff and subcontractor personnel** in the roles of executive leadership, program management, account management, marketing, administrative support, clinical, work-life, and call center management and support staff that would fully support this account in addition to your Project Manager. All client information is maintained in a central contract management system; therefore, every staff member has access to your program design, processes, and procedures so they can step in to assist when needed. Someone is always here to assist!

Tab 2: Firm and Staff Experience/Qualifications and Ability to Perform

Finally, we maintain a **network of 58,000+ affiliate counselors nationally** including **5,231 affiliate counselor locations in the State of Texas** who are contracted to provide in-person, short-term counseling and related services to our client employees and their family/household members. **Through these resources and as the current EAP vendor for Fort Bend County**, Deer Oaks has the established operational infrastructure and existing manpower necessary to continue to accommodate the County's contract upon re-award.

Key Project Personnel



Monique Lovato: Implementation & Project Manager

Monique Lovato will continue to serve as the Project Manager for Fort Bend County. Ms. Lovato has been a Deer Oaks team member for 15 years and brings more than 10 years of EAP account management experience to her role. She will lead the contract implementation process and be responsible for the overall contract management, reporting, communications, marketing, billing and complaint resolution for the County.

She is available during normal business hours, as well as after-hours via the Helpline, to provide support and information. Through quarterly utilization review meetings and on-going dialogue, she will keep the County informed of program usage, trending data, and suggested specialized programming and/or support based on presenting issues, organizational strategies, and goals. She will also lead program awareness campaigns including the distribution of promotional materials and suggested training opportunities and partner with other employer-sponsored programs and benefits as needed. She will ensure that the EAP is tailored to address specific challenges faced by the County and its various departments including the Sheriff's Office.

Monique holds a Bachelor's degree in Psychology from the University of Texas at San Antonio.

Executive Support Staff



Alicia Barrera: Executive Director

As Executive Director, Alicia has overall strategic and operational responsibility for staff, programming, and execution of services for clients. She provides support to the account management team and assists with quality assurance activities. She has more than 25 years of experience in the EAP field and has been a team member since 1995. She served as Deer Oaks' Director of Account Management prior to her promotion to Executive Director in 2014.

Alicia holds a B.A. in Interdisciplinary Studies from the University of Texas Pan American and is bilingual (English, Spanish).

Tab 2: Firm and Staff Experience/Qualifications and Ability to Perform



Greg Brannan: Director of Business Development & Training

Greg Brannan, Deer Oaks' Director of Business Development & Training serves as our primary contact during the RFP process and supports training/marketing program development and implementation for our clients. He develops and conducts issue-focused and professional development webinar series and conducts executive coaching sessions for our client employers. He has more than 20 years of industry experience and 16 years of training experience.

Greg holds a Bachelor of Science in Speech Communications from the State University of New York, College at Brockport. He also attended the Graduate Program in Marriage, Family & Child Counseling from Pacific Christian College.



Shannon LaRance: Director of Clinical Service Delivery-US

Shannon joined our clinical team as a counselor in September 2018 and was quickly promoted to the team lead position. She was promoted to Director of Clinical Service Delivery - US in April 2020 and is excited to bring her clinical skills as a social worker and her former operations management experience into this role.

Shannon moved to North Carolina from Arizona, where she was the Director of Contact Center Operations for a 24/7 Behavioral Health call center. Prior to that she was a Quality Assurance Program Monitor in which she conducted contractual audits to agencies on compliance and performance improvement within state rules and regulations. She believes in the investment of employees through innovation and collaboration and welcomes the chance to contribute to the continued success of the clinical management team as the Director of Clinical Service Delivery – US.

Shannon holds a Master's degree in Social Work from Arizona State University.

24/7 Clinical and Work-Life Service Delivery

Our full-service primary call center is located in Raleigh, NC and is spread across 65,000 square feet of office space in three buildings, including emergent redundancy measures to ensure uninterrupted services to our clients. Our work-life and EAP teams are both at this location, working under one roof, using one case management system, and following the same quality standards. This genuine integration allows for greater consistency in the management and delivery of services to our clients.

We use CMS, a telephone software product used in conjunction with Avaya PBX communication services, to process a large volume of calls through automatic call distribution (ACD). Through this system, we have the ability to organize call flows to specific teams, track performance of consultants, and measure performance outcomes for answer time, total calls, and abandonment rates. The telephone system is linked to a live data reporting tool that is monitored continuously by operations management and the quality team. This allows oversight of data related to call answer times, abandonment rate, and call volume. If there is a spike in

Tab 2: Firm and Staff Experience/Qualifications and Ability to Perform

volume or heightened answer time, we have protocols in place for reassigning staff resources as needed. We have the necessary resources to handle call surges and to sensitively manage call distribution.

Call Center Teams

Our EAP program design involves the use of our telephonic counselors (master's level), our team of work-life consultants, and national network of affiliate counselors to deliver services to members accessing their **EAP + Work-Life benefit**. Our staff counselors deliver in-the-moment telephonic support, intake, triage, telephonic counseling, video counseling, and case management services, while affiliate providers deliver face-to-face counseling and some telephonic counseling.

Deer Oaks seeks to reduce access and service barriers by providing multiple service access points via telephone, video, and live chat; counseling provision via in-person at local affiliate provider offices, structured telephonic and video-based counseling; and offering alternate modes of support such as our AWARE Mindfulness-based Stress Reduction Program and telephonic life coaching.

By offering multiple forms of counseling and alternate support programs to our members, we allow them to help drive the decision about which option (in-person, telephonic, or video) would be most suitable, empowering them to feel most comfortable with the counseling process. These options also ensure service access for members who may live remotely and would need to drive a long distance to an in-person provider. Our tele-health options allow for the provision of clinical and work-life services wherever the member may reside.

The various call center teams experience qualifications are detailed below:

- **Telephonic Counselors:** All of our in-house counselors have a minimum of a master's degree in social work, counseling, or a related area of study and at least two years' experience providing direct counseling or mental health services. Clinicians providing telephonic or online counseling are licensed mental health professionals. Our intake staff has solid experience in intake and crisis management, clinical assessments, chemical dependency, trauma response, and other relevant interventions. Counselors are required to complete our induction training including assessment skills training, risk assessment and crisis response, and outcome management; participate in ongoing training; and are supervised by a clinical management team.

Our US-based counseling staff are diverse and represent the following ethnic backgrounds: 58% White/Non-Hispanic White, 35% Black/African American, 4% Hispanic, and 3% Native American/Hawaiian/Pacific Islander.

- **Manager Consult & Mandatory Referral Team:** In addition to meeting or exceeding the minimum requirements for telephonic counseling staff, clinicians on the manager consultation and mandatory referral team must be selected by a supervisor based on achievement of quality scores of 93% or higher for three consecutive months; have experience as an EAP counselor and pass the probationary period required for staff clinicians; complete the Manager Referral Specialist Training and Management and Disciplinary Referral Training (24 additional hours of training); complete referral specialist training assessments with a passing score of 85% or higher; sign and establish understanding of the document "What it Means to be a Manager Referral Specialist"; and maintain a quality score of 93% or higher on monthly case audits.

Tab 2: Firm and Staff Experience/Qualifications and Ability to Perform

Work-Life Consultants

- **Child Care:** a bachelor's degree in early education or a related field and three years of care experience
- **Daily Living:** a bachelor's degree and one year of related experience
- **Elder Care:** a bachelor's degree in counseling, social work or other related field and three years of experience in the field
- **Financial Consultants:** a bachelor's degree and one year of related experience, plus 40 hours of financial training and achievement of a 90% or higher on the final exam
- **Accredited Financial Counselors:** a bachelor's degree, certification as an Accredited Financial Counselor (AFC) through the Association for Financial Counseling and Planning Education, and one year of related experience

For telephonic advice and in-person legal consultation, we maintain a network of attorneys throughout the United States, Puerto Rico, the US Virgin Islands, and Canada to whom we refer. The qualifications to be included on our legal network are listed below:

- **Telephonic Advice Attorneys:** Must be a general practice attorney; have an active license in the state(s) for which he or she will be taking calls; managing partners must have a minimum of 10 years' experience; and associate attorneys must have a minimum of three years' experience following being admitted to the bar.
- **In-person Attorneys:** The firm's managing partner must have a minimum of five years' experience, and associate attorneys must have a minimum of three years' experience, following admission to the relevant state's bar association; Individual attorneys must be licensed in the state in which they practice.



Tab 3: Pricing

Provide pricing as requested below. The contractor must include any and all fees/charges.

1. Eight (8) session model EAP per employee per month: \$ 1.91 PEPM.

2. Provide a list of any fees not included in the above price as an attachment to Tab 3, 2.

Please see our below detailed Cost Proposal including an Optional, Add-on Services chart.

Deer Oaks EAP Services Integrated EAP + Work-life Program Fort Bend County		
Rate is per employee per month (PEPM) based on 3,600 employees.		
Counseling Model	PEPM	Estimated Annual Premium
8 visit model	\$1.91 PEPM	\$82,512.00
Rate is guaranteed for five (5) years.		

Services Include

- o Standard Clinical Services.....Included
 - 24-hour live answer of the helpline by Master's level Clinicians **NEW!**
 - All calls answered live- no voice messaging system, phone tree, or general customer service
 - Program access via Helpline or iConnectYou Mobile App- engage with a counselor via phone, video, or instant messaging
 - RMS Instant Messaging with a Work-life Consultant
 - Telephonic translation service (200 languages)
 - Nationwide network of 58,000+ affiliate counselors, including multilingual and multicultural clinicians
 - Telephonic clinical assessments during the initial call (do not count toward the visit model)
 - Referrals to EAP providers and to other resources for in-person services
 - Short-term telephonic, in-person, and video counseling available
 - Unlimited formal management referral coordination and follow-up
 - Unlimited two-party conflict resolution through the management referral process
 - Fitness for Duty Referral coordination to third-party vendor
- o Coverage Post-EmploymentExtended 6 months
- o AWARE Mindfulness-Based Stress Reduction Program (6 session program).....Included
- o Telephonic Life Coaching (6 session program).....Included

Tab 3: Pricing

- In My Hands – Computerized Cognitive Behavioral Therapy (cCBT).....Included
- Enhanced Work-life Program..... Included
 - Legal Assist - ID Theft Prevention & Recovery Assistance
 - Financial Assist - Free Online Simple Will Preparation
 - Daily Living Assist - Take the High Road Program
 - Confirmed Match Work-life Referral Packets **NEW!**
- First Responder/Public Safety Helpline.....Included
- Training Catalog/Onsite Orientation.....Included in 24-hour annual bank
- Webinar Catalog Training (fully customizable).....Included in 24-hour annual bank
- 4-Part First Responder Training Series.....Included in 24-hour annual bank
- On-site Health Fair/Event Attendance.....Included in 24-hour annual bank
- 2-Hour Onsite Critical Incident Support Events..... Unlimited 2-hour events
- Travel Expenses.....Included
- EAP Orientation Webinars.....Unlimited
- Online On-Demand Training.....Unlimited access
- 2021 Pandemic Support Webinar Series Recordings.....Included
- 2022 Supervisor Excellence Webinar Series (quarterly)Included
- Telephonic Management Consultation.....Unlimited
- Program Promotion (hard copy and electronic).....Unlimited
- Employee & Supervisor E-Newsletters.....Monthly
- Branded Engagement Engine Work-life Website.....Unlimited Access
- Account Management.....Included
 - Designated Texas-based Project Manager - Hands-on implementation
 - Quarterly utilization reports - Quarterly utilization review meetings
 - Program evaluation - Performance tracking

Tab 3: Pricing

Optional Service List	
Onsite Orientation*	\$300.00 per hour
Training Catalog Seminars*	\$300.00 per hour
Webinar Catalog Seminars*	\$150.00 per hour
Additional Authorized Critical Incident Support Hours <i>beyond the initial 2-hour event</i>	\$300.00 per additional hour
Department of Transportation (DOT) Substance Abuse Professional (SAP) Evaluation	\$600.00 per case
Full-Service Mediation	\$300.00 per hour
LiveWell Telephonic Wellness Coaching + Online Wellness Portal	\$0.46 PEPM
One-on-One Telephonic Executive Coaching	\$500.00 per hour

* Beyond the 24-hour annual bank

Program Exclusions & Limitations

- Counseling services beyond the allotted sessions covered in the plan
- Counseling for long-term issues that fall outside of the EAP's short-term intervention model
- Counseling for minors age seven and younger. Because of the complexity of the needs of children 7 and younger, a short-term counseling model is not appropriate; although we support the family in finding appropriate resources
- Court ordered treatment or therapy, or any treatment or therapy ordered as a condition of parole, probation, custody, or visitation evaluations, or paid for by Workers' Compensation
- Fitness for duty evaluations/determinations which are used to evaluate whether an employee is safely able to perform his or her duties, such as psychological testing and a written report, although a referral may be provided
- Formal psychological evaluations which normally involve psychological testing and result in a written report, although a referral may be provided
- Inpatient treatment of any kind, or outpatient treatment for any medically treated illness
- Investment advice (nor does plan loan money or pay bills)
- Legal representation in court, preparation of legal documents, or advice in the areas of taxes, patents, or immigration
- Prescription drugs and psychiatrist services, although a referral may be provided
- Services by counselors who are not participating providers
- Authorization for leaves of absence or time off

Tab 4: Completeness of Request for Proposal Document/Forms

- **Required forms and overall completeness of submission**

Deer Oaks has provided a complete response to Fort Bend County's RFP and submission requirements. The following forms and requested attachments are included in the following tabs:

- A. Addenda Cover Page
- B. Vendor Information Form
- C. W9 Form
- D. Tax Form/Debt/Residence Certification
- E. Form 1295
- F. Current Insurance Certificate
- G. H.I.P.A.A. Policy
- H. Business Associate Agreement
- I. Letters of Reference
- J. Sample Promotional Materials
- K. Sample Training Materials
- L. 2021 Training Catalog
- M. 2021 Webinar Catalog
- N. Sample Standard Utilization Report

Tab 4: Completeness of Request for Proposal Document

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