



**Deer Oaks EAP Services**  
7272 Wurzbach Rd. Ste. 601  
San Antonio, Texas 78240  
**1-866-327-2400**  
**Fax (210) 615-2279**

September 6, 2012

Wyatt Scott  
Fort Bend County  
301 Jackson St.  
Richmond, TX 77469

To whom it may concern:

Deer Oaks EAP services is honored to accept Fort Bend County Government as a customer of EAP/Work-life Services through a piggyback contract under Montgomery County project # 2006-0133 effective December 1, 2012.

The term of this agreement would begin **December 1, 2012 – December 31, 2013**, with an option to renew for **three** additional one-year periods (price to be negotiated each year), the Per Employee Per Month (PEPM) rate of reimbursement shall be **\$2.13** PEPM.

Signature/Date

Robert Hebert, County Judge  
Fort Bend County, TX

Signature/Date

Laura Davies, CFO  
Deer Oaks EAP Services

2012 OCT 16 PM 2:49  
FORT BEND COUNTY  
RISK MANAGEMENT

# Montgomery County

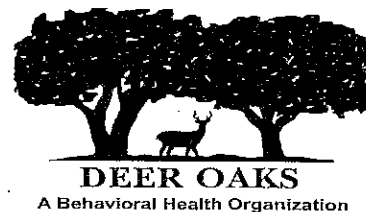
**Project #2006-0133**

**Request for Proposal/Qualifications for  
EMPLOYEE ASSISTANCE PROGRAM**

**Submitted by:**

**Deer Oaks EAP Services**

**9/25/06**



**Contact Information:**

Frances Teran  
Director, Business Development  
Deer Oaks EAP Services  
7272 Wurzbach Rd; Suite 601  
San Antonio, Texas 78240  
[fteran@deeroaks.com](mailto:fteran@deeroaks.com)  
210-615-3414

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# Montgomery County

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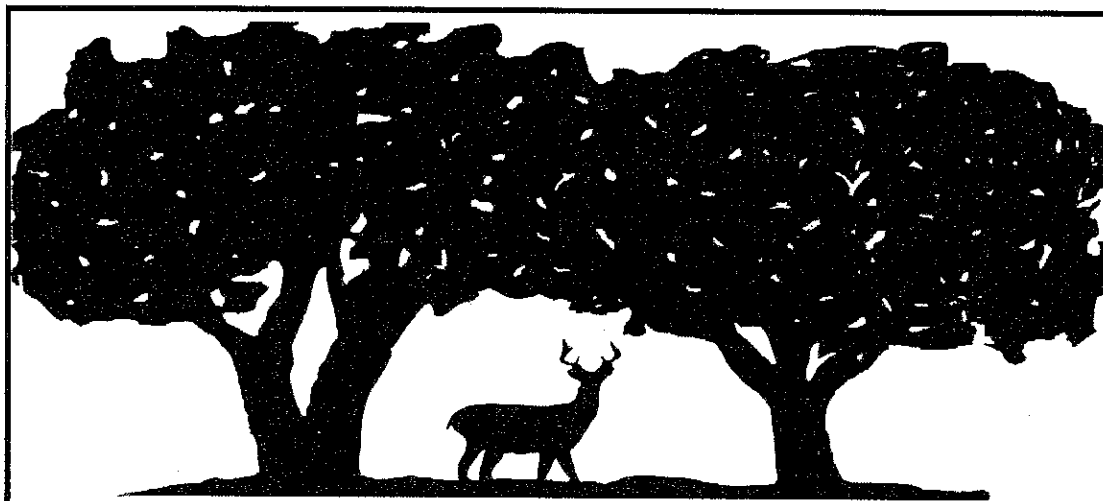


**DEER OAKS**  
A Behavioral Health Organization

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Director, Business Development  
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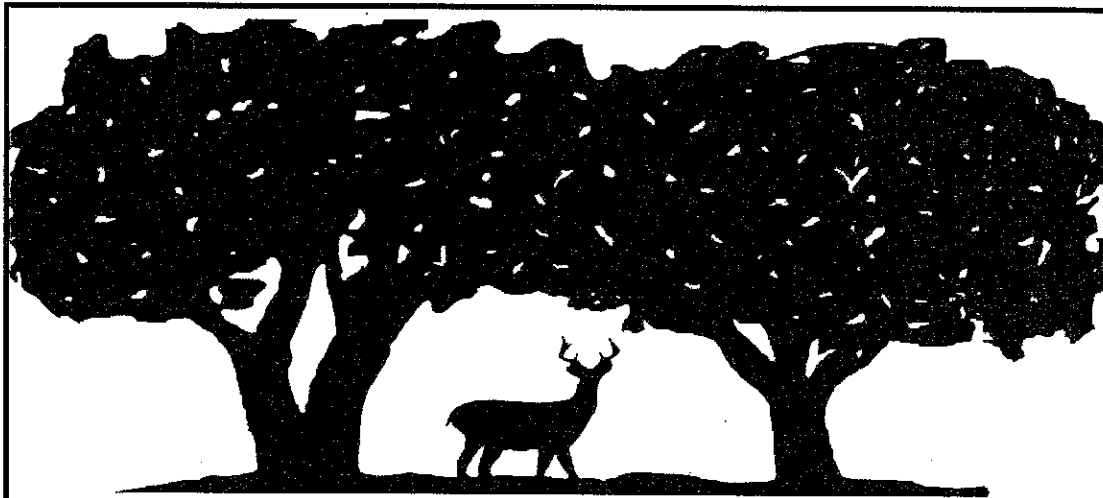
# Section I



**DEER OAKS**

**A Behavioral Health Organization**

## Section II



# DEER OAKS

A Behavioral Health Organization

## SECTION II: ORGANIZATION

**1) Name of provider organization for EAP.**

Deer Oaks EAP Services

**2) Location of administration office.**

San Antonio, Texas

**3) Statement of 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.

**4) Statement of marketing philosophy.**

Deer Oaks believes an EAP is only effective if the marketing is effective. Deer Oaks will provide Montgomery County with wallet cards, brochures, posters, CDs, videos, etc. A Deer Oaks Account Manager will ensure adequate supply of marketing materials to reach the employees of Montgomery County.

**5) Mission Statement.**

To provide the highest-quality, cost-effective services to employer groups by offering individually-tailored programs and solutions, a proactive approach to prevention and education, and improving employee well-being, workplace productivity, morale and attendance, while reducing medical claims, turnover, workplace conflict, substance abuse and burnout.

**6) Legal form of organization. How are you funded?**

Deer Oaks operates as a Texas corporation.

**7) Describe corporate directorship.**

**SIGNATURE SERIES ACCOUNT MANAGEMENT**

Deer Oaks has established a special customer service and implementation team for the District. For this important contract, Deer Oaks has selected a *Signature Series Account Team*, which is led by a Clinical Services Account Operations Manager, and a District Administrative Services Manager, Ms. Alicia Barrera. The Signature School Series Account status is reserved for contracts with Montgomery County and offers the highest level of customer service, individualization and coordination of the EAP program benefit. The Deer Oaks Management Team, comprised of the CEO, Chief Operations Officer and the Chief Business Officer, will support the account management team. The team also consists of a local Deer Oaks staff member to be determined upon contract award and with feedback from the District liaison team. The team will work to ensure customer

service and patient care is exceptional throughout the term of the contract. Combining clinical and administrative staff for customer service ensures a well-rounded team, possessing customer service, business and clinical expertise.

Benefits of the Signature Series Account status include:

- 1) Aggressive Program Promotion
- 2) Monthly contact calls with the District account liaison
- 3) Comprehensive Implementation planning session
- 4) Individualized health and wellness programs across agencies
- 5) Quarterly Utilization Review meetings and Reports
- 6) Customized Managerial Assistance Programs
- 7) Employee and Supervisor EAP Orientation / CD and on-line offerings
- 8) Individual telephonic Supervisor Support
- 9) Comprehensive Monthly electronic newsletters
- 10) Ongoing State-wide review of provider coverage to ensure exceptional access
- 11) Patient Satisfaction and Follow-up effort for every participant
- 12) Direct Oversight of Account Management from the Deer Oaks Executive Management team

**Individual Descriptions of the Signature Series Account Team members follow:**

► **Dr. Paul Alan Boskind, Ph.D, CEO**, has decades of experience in providing EAP oversight, management, and short-term counseling. Dr. Boskind first established Deer Oaks in the EAP market in 1992, when Deer Oaks provided the EAP to Bank One employees. As a licensed psychologist and astute businessman, Dr. Boskind has the strategic planning experience and vision that has made Deer Oaks so successful. He was a sole practitioner in 1992, but within a year, had hired Deer Oaks' first full-time clinical employee, an office manager and developed a network of subcontractors who were eager to partner with him. By 1995, Deer Oaks was incorporated and had grown to three clinical offices and in 1996, Deer Oaks was awarded the behavioral health carve-out for HMO Blue in San Antonio and Austin. In addition to this contract, Dr. Boskind's expertise in clinical service delivery and administration has led to other contracts including Employee Assistance Programs, Evaluation and Treatment services for abused and neglected children and their families, inpatient psychological services with over 80 nursing homes and many others. Dr. Boskind continues to provide direction and guidance in operational, administrative and financial matters, quality assurance and customer service.

► **Dr. Melinda Down, Chief Operating Officer**, has 15 years of experience with the successful provision of contract management, EAP account management, and short-term counseling. She has a doctorate in clinical psychology and is a licensed psychologist. She has successfully served as the contract manager on dozens of large behavioral health contracts, including several EAP accounts. Dr. Down joined Deer Oaks in 1995, after working for another large behavioral health organization in Dallas, Texas. Dr Down brings to

Deer Oaks expert clinical service knowledge and experience, a keen business sense and natural creativity. These skills have enabled Dr. Down to create and implement programs that are built on the premise of excellent quality clinical care and customer service. Her ability to lead and train other clinical staff, as well as utilize her impressive statistical analysis skills to measure clinical outcomes, patient satisfaction and important program utilization data ensure that employer groups (and other organizations) remain consistently satisfied with the services provided by Deer Oaks.

► **June Maxfeldt, PHR, Chief Business Officer**, has more than 20 years of experience in health care administration, EAP account management, human resources, quality assurance, and behavioral health oversight. Maxfeldt joined Deer Oaks in 1998 and is responsible for the oversight of human resources, business administration, contract compliance and administrative operations. She has a bachelor's degree in health care administration from St. Edward's University and is certified in professional human resources (PHR). Maxfeldt's strong commitment to customer service ensures a responsive approach to any issue that could lead to a concern or grievance. Her expertise and knowledge of employee relations, health insurance, mental health issues, ADA, and other employer legal issues provide not only the necessary tools to manage Deer Oaks, but also to assist with employee assistance program development, services and support to the employer group's human resource and risk management departments.

► **Frances J. Teran, Director of Business Development**, joined Deer Oaks with more than 25 years of experience in development, implementation and evaluation of programs and services as well as over 20 years of experience in business development in the public, private and non-profit sectors. Ms. Teran has primary responsibility and oversight of Deer Oaks' development strategies, implementation of new contracts and continuity and quality of existing services contracts. Ms. Teran brings a strong commitment to staff development and retention as well as strong customer services and community resources background to the company. Ms. Teran has a bachelor's degree from the University of Texas at San Antonio and a certification from the National Development Council as a Business Development Finance Professional.

► **Alicia Barrera, EAP Business Services Account Manager**, joined Deer Oaks in 1995 and was instrumental in the development of Deer Oaks' South Texas operations. She has extensive experience in program implementation, contract compliance and customer service. Barrera is a native Texan, originally from the Rio Grande Valley and has extensive experience and expertise in working with Hispanic clients who sometimes are more reluctant to seek services due to cultural issues. Ms. Barrera is able to help participants overcome any reluctance in accessing their EAP benefit, while simultaneously being sensitive to faith-based and culturally based alternative support systems. This knowledge is evidenced in her ability to manage the helpline coordinators and office managers,

who are tasked with scheduling participants with a counselor most suited to the needs and desires of the participant. Her successful and positive reputation in EAP services is built on providing individual attention and services to each client.

**8) How long has your organization been providing EAP/MMHP services to companies/employers based in the Southeast Texas area?**

Deer Oaks EAP Services has been providing EAP services to companies/employers based in the State of Texas area since its incorporation in 1992.

**9) With whom do you currently have associations?**

Deer Oaks EAP Services is a division of Deer Oaks Mental Health Associates.

**10) Do you have any ownership with a particular treatment facility of clinic?**

Yes; Deer Oaks Mental Health Associates.

11) List the dollar amounts of your professional liability insurance.

<b>ACORD CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) 10/6/2005
PRODUCER Phone: 361/358-2412 Fax: 361/358-7403 Brooke Insurance Agency, Inc. 110 E. Jones P.O. Box 790 Beeville TX 78104-0790		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
INSURED Deer Oaks Mental Health Asso 7272 Wurzbach Rd Ste. 601 San Antonio TX 78240	INSURERS AFFORDING COVERAGE INSURER A: Allstate INSURER B: INSURER C: INSURER D: INSURER E:	NAIC#

**COVERAGES**

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR A/DOT1 LTR INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJ <input type="checkbox"/> LOC	049815420	9/10/2005	9/10/2006	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 100,000 GENERAL AGGREGATE \$ not limited PRODUCTS-COMP/OP AGG \$ not limited
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	049815420	9/10/2005	9/10/2006	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EA ACC \$ AGG \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EA ACC \$ AGG \$
A	EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE RETENTION \$	TBD	10/6/2005	10/6/2006	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below				WC STATUTORY LIMITS   OTHER \$ EL EACH ACCIDENT \$ EL DISEASE - EA EMPLOYEE \$ EL DISEASE - POLICY LIMIT \$
A	OTHER Property	049815420	9/10/2005	9/10/2006	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS  
 Sample Certificate

**CERTIFICATE HOLDER**

Deer Oaks Mental Health Association  
 Attn: Dr. Paul Boskind  
 7272 Wurzbach Rd Ste. 601  
 San Antonio TX 78240

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

*Jan Burke*

**12) Provide the wording for a "Hold Harmless" clause protecting the County of Montgomery in regards to your services.**

Deer Oaks shall indemnify and hold Montgomery County harmless from all claims for personal injury, death and/or property damage resulting directly or indirectly from contractor's performance.

**13) What fire protection is provided to ensure that our records are protected from theft or fire?**

All files are backed up on CD and stored in fireproof safes.

**14) List 5 cities/Counties in Texas that your organization has provided EAP services to. Who could I call for a reference?**

<b>Group Name:</b> Address:  Contact Name: Phone: E-Mail: Number of Lives Covered: Length of Service:	<b>Bexar County, TX</b> 400 S. Maine Floor #1 San Antonio, TX 78204 Lloyd Lewis (210)335-2639 lelewis@co.bexar.tx.us 5,000 5/1/05 - Present
<b>Group Name:</b> Address:  Contact Name: Phone: E-Mail: Number of Lives Covered: Length of Service:	<b>City of Laredo, TX</b> 618 Del Mar Blvd. Laredo, TX 78043 Judith Garza (956) 765-2313 jgarza1@ci.laredo.tx.us 2,200 9/1/01 - Present
<b>Group Name:</b> Address:  Contact Name: Phone: E-Mail: Number of Lives Covered: Length of Service:	<b>City of San Antonio, TX</b> 506 Dolorosa, Room 124 San Antonio, TX 78283 Marilyn Timlake (210) 207-8703 marilynm@sanantonio.gov 6,500 1/1/05 - Present
<b>Group Name:</b> Address:  Contact Name: Phone: E-Mail: Fax: Number of Lives Covered:	<b>City of Midland</b> P.O. Box 1152 300 N. Loraine Midland, Texas 79701 Beverly Phillips (432) 685-7246 bphillips@mail.ci.midland.tx.us (432) 685-0523 816

Length of Service:	1/1/03 - Present
Group Name:	City of Corpus Christi
Contact Name:	Corpus Christi TX
Phone:	Cynthia Garcia
Number of Lives Covered:	(361) 880-3315
Length of Service:	3,000
	11/30/03 - Present

**15) Is your organization currently licensed as a utilization review agent in the State of Texas?**

Deer Oaks provides utilization review services through a third party provider, Avidyn Health, who is a licensed review agent in the State of Texas.

**16) Provide a copy of your HIPAA policy and a business associate agreement.**

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**Deer Oaks Mental Health Associates, P.C. & Deer Oaks EAP Services  
Notice of Privacy Practices  
Health Insurance Portability and Accountability Act (HIPAA)**

Deer Oaks has the responsibility to protect the privacy of your personal and health information, as described in this notice. Personal and health information includes medical (or psychological) information and individually identifiable information, such as your name, address, telephone or social security number. Deer Oaks is required by applicable federal and state laws to maintain the privacy of your personal and health information or "PHI".

Deer Oaks will protect your privacy by, limiting how we may use or disclose your PHI; limiting who may see your PHI; inform you of our legal duties with respect to your PHI; and explain and strictly adhere to our privacy policies. These policies are in effect as of April 14, 2003, and will remain in effect until updated and until you receive notice of any changes. Deer Oaks reserves the right to change these policies and the terms of this notice as allowed by state and federal laws, rules or regulations.

**Uses and Disclosures of Client Personal and Health Information:**

Deer Oaks may disclose your PHI to insurance carriers in order to receive payment for claims for services provided to you by the Deer Oaks clinical staff within the limits established by the Texas State Board of Examiners of Psychologists or other applicable licensing board.

Deer Oaks may use your PHI to conduct quality improvements, including outcome studies and development of clinical guidelines, care coordination, case management or utilization management activities. Deer Oaks may also use your PHI to review the competence of our clinical staff, provide clinical supervision of clinical staff, or for business purposes such as customer service, resolution of your complaints, due diligence in connection with the sale or transfer of assets to a potential successor in interest.

Deer Oaks may use your PHI to contact you with information about services provided, appointment reminders, or for collection of co-pays or your account balance (if any).

Deer Oaks may use your PHI to the extent necessary to avert a serious and imminent threat to your health or safety or the health and safety of others. We may disclose this information to the proper authorities, if we reasonably believe that you are a possible victim of abuse, neglect, domestic violence or other crimes or if you admit to the abuse or neglect of a child or dependent elderly person.

Deer Oaks must disclose your PHI when we are required to do so by U.S. Department of Health and Human Services upon request for purposes of determining whether we are in compliance with privacy laws.

We may disclose your PHI in response to a court order or subpoena, although every effort will be made to obtain your consent for the release of any personal or health information, as required by confidentiality regulations as set by the Texas State Board of Examiners of Psychologists (TSBEP) or other applicable licensure boards.

We may disclose your PHI to law enforcement officials or personnel of a correctional institutional if you are in lawful custody while receiving treatment.

**Your Rights:**

You have the right to review or obtain copies of your personal and health information, subject to the limitations of the TSBEP. Your request must be in writing and you may be charged a fee for copying of the record.

You have the right to request and receive a list of instances in which we, or our subcontractors disclosed your PHI for purposes other than treatment, claims processing, and organizational operations.

You have the right to request that we place additional restrictions on our use or disclosure of your PHI. We are not required to agree to these additional restrictions, but if we do, we will abide by our agreement. You also have the right to terminate or amend previously requested restrictions. Requests for additional restrictions or request for termination of requested restrictions must be in writing.

You have the right to request that we communicate with you in confidence about your PHI by alternative means, such as sending reminders for appointments by mail instead of telephone calls. You must specify how we may contact you in writing, if you do not wish to be telephoned at your primary or secondary listed telephone numbers.

You have the right to request an amendment of your PHI. The request must be in writing and include the information to be amended. We may deny your request for an amendment if we did not create the information you want amended, we do not maintain the information or the information is accurate and complete. If we agree to the amendment, we will make a reasonable effort to inform others of the amendment and to include the changes in any future disclosures of that information.

You have the right to receive a copy of this notice in either written or electronic form.

You have the right to file a complaint if you believe we have violated your privacy rights or you disagree with a decision we made about access to your PHI. A complaint may be registered with the Privacy Officer at Deer Oaks. You may also submit a written complaint to the U.S. Department of Health and Human Services (HHS). Deer Oaks supports your right to file a complaint and will assist you by providing address information for the HHS, and we will not retaliate in any way if you choose to file a complaint with us or the HHS.

**Written Authorization to Use or Disclose Your PHI:**

Deer Oaks will request written authorization from you to use your PHI or to disclose it to anyone for any purpose or situation not included in this document. You may revoke this authorization in writing at any time. Your revocations will not affect any use or disclosure permitted by your authorization while it was in effect. We will not disclose your PHI for any reason except those described in this notice without your written consent.

If you have been referred to Deer Oaks through an Employee Assistance Program (EAP), we will not disclose to your employer or anyone else, your PHI, without written authorization to do so. If you have accessed your EAP due to employer-mandated referral, you will be notified of the consequences of not authorizing the share of information between the employer and Deer Oaks. Personal information shared in these instances, are generally of a summary type (such as, restriction from duty, return-to-work, etc.), without specific private or confidential information as determined by Deer Oaks. Deer Oaks may provide your employer with EAP utilization data without identifying any of your PHI. Utilization data includes number of individuals accessing their EAP benefit and other quantitative data and guarantees the privacy and confidentiality of employee participants.

**Questions or Complaints Regarding Use or Disclosure of PHI:**

You may contact the Deer Oaks Privacy Officer regarding questions or complaints regarding the use or disclosure of your PHI. The Privacy Officer at Deer Oaks is June Maxfeldt, Executive Director. Ms. Maxfeldt can be contacted at (210) 615-8880 or (800) 396-2467 or by email at [jmaxfeldt@deeroaks.com](mailto:jmaxfeldt@deeroaks.com) or in writing care of Deer Oaks at 7272 Wurzbach Road, Suite 601; San Antonio, Texas 78240.

**Acknowledgement of This Notice of Privacy Regarding Your PHI:**

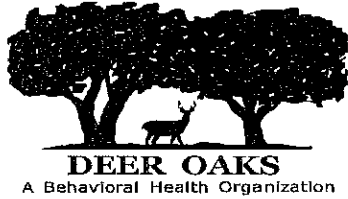
Your acknowledgement of this notice of privacy will be made a part of your medical record at Deer Oaks. Please sign and date below. You may request a copy of this notice at any time.

\_\_\_\_\_  
Patient/Client Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Patient/Client or Legal Guardian (if minor)

\_\_\_\_\_  
Date



**DEER OAKS MENTAL HEALTH  
ASSOCIATES**  
*BUSINESS ASSOCIATE AGREEMENT*

This confidentiality Agreement (“Agreement”) is made and entered into as of January 1, 2007 (the effective date) by and between \_\_\_\_\_, (“Employer”) and Deer Oaks Mental Health Associates (“Contractor”).

**Recitals**

Whereas, Contractor provides services to or on behalf of Employer that may require Employer to disclose the individually identifiable health information of some or all of its employees to Contractor or may require Contractor to create health information on behalf of Employer (here in after collectively referred to as “Data”);

Whereas, it is Employer’s policy to protect the confidentiality of Data, and to disclose such Data only under circumstances and in a manner that is permissible by law, and to require the same of any and all business associates with whom it contracts;

Whereas, this Business Associate Agreement addresses the conditions under which Employer will disclose and Contractor will obtain and use Data;

Now, Therefore, in consideration of the mutual covenants and Agreements contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereby agree as follows:

**Article I**

**Definitions**

- 1.1 **Disclose** – The release, transfer, or provision of access to Data, whether oral or recorded in any form or medium.
- 1.2 **Health Information** – Any information, whether oral or recorded in any form or medium, that relates to the past, present, or future physical or mental health or condition of an individual, the provision of health care to an individual, or the past, present, or the

future payment for the provision of health care to an individual.

- 1.3 **Identifying Characteristic** – Includes all the following, as well as any other unique information: name; address; names of relatives; name of employers; all elements of dates, including birth date, admission date, discharge date, etc.; telephone numbers; fax numbers; electronic mail address; social security number; Medicaid record number; health plan beneficiary number; account number; certificate/license number; serial number of a vehicle or other device; internet URL; internet-protocol (IP) address number, biometric identifiers, including finger and voice prints; and photographic images.
- 1.4 **Individually identifiable** – Information that contains any identifying characteristic.
- 1.5 **Use** – The sharing, employment, application, utilization, examination, or analysis, in any form or medium, of Data within the Contractor organization.

## **Article II**

### **Responsibility of Contractor**

- 2.1 **Confidentiality** – Contractor agrees to maintain the confidentiality of any Data provided to it by Employer in accordance with all applicable federal, state, and local laws and regulations, and more specially, in accordance with the following.
  - 2.1.1 Contractor represents and warrants that Data will be used and disclosed solely as necessary to perform the agreed to services to or on behalf of Employer, and Employer relies upon such representation and warranty in providing the Data.
  - 2.1.2 Contractor represents and warrants that it will not use, disclose, release, reveal, show, sell, rent, lease, loan, publish, or otherwise grant access to Data in any manner that is prohibited by law or regulation, or in any manner that would be a violation of any law or regulation if it were to have been done by Employer.
  - 2.1.3 Contractor represents and warrants that if it uses, discloses, releases, reveals, shows, sells, rents, leases, loans, publishes, or otherwise grant access to Data or an element of Data, it will do so only in the minimum amount and to

the minimum number of individuals necessary to achieve the purpose of the services being rendered to or on behalf of Employer.

- 2.1.4 Contractor agrees that no finding, listing, or information derived from the Data, with or without identifiers, may be released if such finding, listing or information contains any combination of data elements that might allow the deduction of an individual's identification without first obtaining written authorization from Employer. Contractor agrees that Employer shall be the sole judge as to whether any finding, listing, information, or any combination of Data identifiers or would, with reasonable effort, permit one to identify an individual or to deduce the identity of an individual to a reasonable degree of certainty.
- 2.1.5 Contractor agrees to establish appropriate administrative, technical, and physical safeguards to protect the confidentiality of Data that it receives from Employer, and to prevent individuals not involved in performing the services that it provides to Employer from using or accessing the Data.
- 2.1.6 Contractor agrees that it will immediately report to Employer any use or disclosure of Data received from Employer that is not authorized by or otherwise constitutes a violation of this Business Associate Agreement.
- 2.1.7 Contractor agrees that if Employer determines or has a reasonable belief that Contractor may have used, made a disclosure of or permitted access to Data in a way that is not authorized by this Business Associate Agreement, then Employer may in its sole discretion require Contractor to (a) promptly investigate and provide a written report to Employer of the Contractor's determination regarding any alleged or actual unauthorized disclosure, access, or use; (b) cease such practices immediately; (c) return to Employer, or destroy, all Data, and (d) take any other action Employer deems appropriate.
- 2.1.8 If it becomes necessary for Contractor to share Data that has been disclosed to it by Employer with any person or any entity who is not an employee of Contractor, then Contractor agrees to cause such person or entity to enter into a written Agreement in which the person or entity agrees to abide by all of the terms to which Contractor is subject under this Business Associate Agreement with respect to the Data.

2.1.9 Contractor understands that Employer is subject to state and federal laws governing the confidentiality of the Data. Contractor agrees to abide by all such laws, whether or not fully articulated herein, and to keep the Data in the same manner and subject to the same standards as is required of Employer.

2.1.10 Contractor may use Data as necessary for the proper management and administration of Contractor, and to carry out its legal responsibilities, if: (a) the disclosure is required by law; or (b) Contractor obtains reasonable assurance from the person to whom Data is disclosed that it will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the person, and the person notifies Contractor of any instances of which it is aware in which the confidentiality of Data has been breached.

## **2.2 Relationship to Individuals Who are the Subjects of Data.**

2.2.1 Contractor agrees that Employer and the applicable individual retain all ownership rights to the Data, and that Contractor does not obtain any right, title, or interest to the Data furnished by Employer with the exception of clinical notes and reports created by the Contractor.

2.2.2 Contractor agrees to comply with all lawful requests of individuals who are subjects of Data to permit access to inspect and obtain a copy of their Data about the individual that is subject to this Business Associate Agreement, as required by law, within thirty (30) days of such request.

2.2.3 Contractor agrees that, within fifteen (15) days of a request being made, it will provide Employer with any Data requested by Employer, except Data that is deemed confidential according to rules and practice of health care medical records.

2.2.4 Contractor agrees to make Data available for amendment and to immediately incorporate any amendments or corrections to an individual's health information upon request by Employer in accordance with applicable law.

2.2.5 Contractor agrees to make the information required available to provide an accounting of disclosures in accordance with applicable law.

**2.3 Request for Data** – Contractor agrees that it will use all reasonable efforts to limit its request for Data to the minimum amount of Data necessary to achieve the purpose for which the request is being made.

- 2.4 **Maintenance of Data** – Contractor agrees that upon termination of the Agreement, Contractor shall contact Employer with regard to any Data currently in its possession that was received from or created on behalf of Employer, and offer assurances that Data will continue to be maintained according to state, federal and local laws. Contractor agrees that the protections afforded to such Data by this contract will extend indefinitely beyond the term if this Business Associate Agreement
- 2.5 **Availability of Data** – Contractor shall make any and all internal practices, books, records, related to the use and disclosure of Data (but not the actual employee Data) available to Employer for inspection and/or audit upon request by Employer. In addition, Contractor agrees to make its internal practices, books, and records relating to the use and disclosure of Data available to the Department of Health and Human Services for review, upon the request of the Secretary of that Department.
- 2.6 **Creation of Data** – Contractor agrees that if for any reason it creates information in any form that contains an identifying characteristic of one or more of Employer's employees, that such information will be treated as if it were disclosed from Employer to Contractor, and thus, that such information will be subject to all the protections afforded by this Business Associate Agreement.

### **Article III**

#### **Responsibilities of Employer**

- 3.1 **Disclosure of Individually Identifiable Health Information** – Employer agrees to disclose health information that may identify an individual to Contractor upon its own volition, upon Contractor's request, or upon the request of a third party if such disclosure is permissible by law, so that Contractor may provide the agreed to services to or on behalf of Employer, unless Employer otherwise objects to the disclosure, or Contractor is no longer providing the services to Employer.

### **Article IV**

#### **Term & Termination**

- 4.1 **Term** – This Business Associate Agreement shall commence as of the Commencement Date, and shall continue for so long as Contractor provides agreed upon services to or on behalf of Employer.
- 4.2 **Termination**
- 4.2.1 This Business Associate Agreement shall be considered terminated if Contractor no longer provides any services for Employer.
- 4.2.2 This Business Associate Agreement may be terminated immediately by Contractor or Employer in the event of any breach of this Business Associate Agreement.

- 4.3 **Effect of Termination** – The termination of this Business Associate Agreement shall have no effect on Contractor's obligation to treat the contents of Data as confidential.

## Article V

### Miscellaneous

- 5.1 **Notices** – Any notice, demand, or communication required, permitted, or desired to be given hereunder shall be deemed effectively given when personally delivered or mailed by prepaid certified mail, return receipt requested, addressed as follows:

**If to Employer:**

(enter)

**If to Contractor:**

Deer Oaks EAP Services

7272 Wurzbach Road, #601

San Antonio, TX 78240

Attn: June Maxfeldt, Chief Business Officer

Any party may change its address by giving notice in accordance with the provisions of this subparagraph.

- 5.2 **Assignment** – No assignment of this Business Associate Agreement or the rights and obligations hereunder shall be valid without the specific written consent of both parties hereto, provided, however, that this Business Associate Agreement may be assigned by Employer to any successor entity operating Employer, and such assignment shall forever release Employer hereunder.
- 5.3 **Waiver of Breach** – The waiver by either party of a breach or violation of any provision of this Business Associate Agreement shall not operate as, or be construed to be a waiver of any subsequent breach of the same or other provision hereof.
- 5.4 **Severability** – In the event any provision of this Business Associate Agreement is held to be unenforceable for any reason, the unenforceability thereof shall not affect the remainder of this Business Associate Agreement, which shall remain in full force and effect and enforceable in accordance with its terms.
- 5.5 **Gender and Number** – Whenever the context hereof requires, the gender of all words shall include the masculine, feminine, and neuter, and the number of all words shall include the singular and plural.
- 5.6 **Entire Agreement** – This Business Associate Agreement constitutes the entire Agreement of the parties with respect to the subject matter hereof, and all prior and contemporaneous understandings, Agreements and representations, whether oral or written, with respect to such matters are

superseded.

- 5.7 **Amendments** – This Business Associate Agreement may only be amended by the written consent of both parties.
- 5.8 **Binding Effect** – This Business Associate Agreement shall be binding upon the parties hereto and their respective heirs, executors, administrators, successors, and permitted assigns.
- 5.9 **Non-exclusivity** – Nothing in this Business Associate Agreement shall be construed as limiting the right of either party to affiliate or contract with any other person or entity on either a limited or general basis while this Business Associate Agreement is in effect.
- 5.10 **Incorporation of Recitals** – The aforesaid Recitals are hereby incorporated into this Business Associate Agreement as if fully set forth herein.

5.11

In Witness Whereof, the undersigned have executed this Agreement as of the date first above written.

EMPLOYER:

CONTRACTOR:

Deer Oaks EAP Services

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Print Name

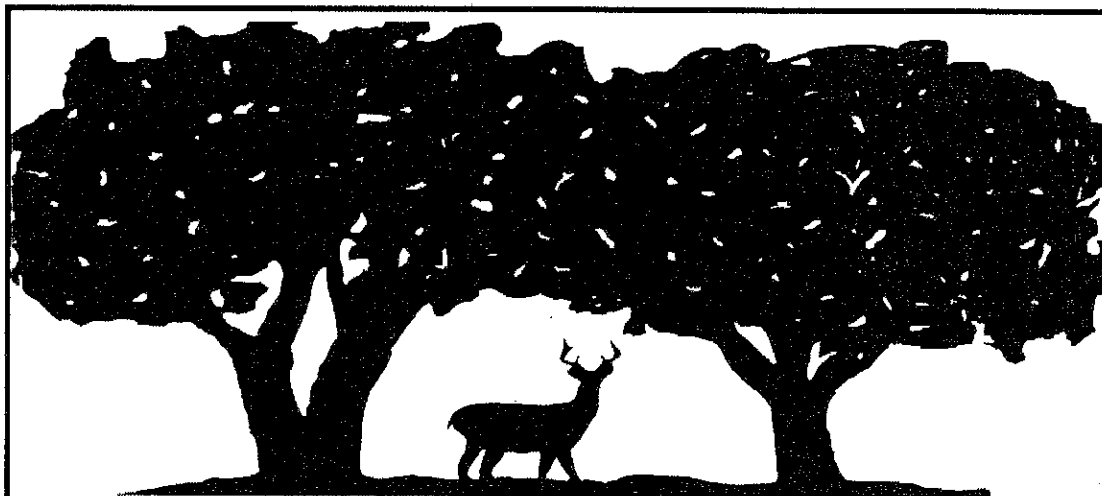
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## Section III



# DEER OAKS

A Behavioral Health Organization

## SECTION III: SCOPE OF WORK

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

#### Intake

Self-referrals to the EAP tend to be the most frequent and common referral approach, requiring the participant to make his/her own decision regarding access of EAP services. Deer Oaks provides a 24-hour, toll-free telephone help line staffed by trained care coordinators that promptly receive calls, stabilize crisis and emergency situations, assess problems, schedule appointments, and/or refer callers to appropriate resources in their communities.

- ❖ General help line: Available to all participants 24-hours per day, 365 days a year. The help line phone number is (866) ~~EAP-2400~~ <sup>327.2400</sup>. The general help line may be accessed by participants of any age and is staffed by trained care coordinators.

A trained care coordinator answers the telephone and initially assesses the participant's situation. If the employee's situation or presenting problem requires telephonic assessment by a counselor (in some cases, if the caller requests financial or legal help and does not require counselor consultation, the caller will immediately be referred to the appropriate resource.), the care coordinator will transfer the call. Our care coordinators receive quarterly training and education on topics that will ensure the highest quality service. A licensed counselor is always available for telephonic counseling and assessments.

Appointments are scheduled by EAP counselors or client care coordinators based on the needs of the participant. Participants may request appointments for a particular time, the first available appointment, and/or an appointment that is geographically convenient. The presenting problem, participant's needs, and counselor-client matching are considered during scheduling as well. Based on these needs, the appropriate EAP counselor candidate choices are identified, and attempts are made to schedule the appointment. Client care coordinators are able to immediately schedule appointments with full-time staff EAP counselors via computer. For network counselors, client care coordinators contact the appropriate provider(s) by telephone to indicate a referral is being made. Network counselors are given a brief time period (three hours) to return the call. If the call is not returned, the client care coordinator schedules with the next counselor on the candidate list. When an appointment is scheduled, the participant is immediately notified, and given directions to the location, if desired.

The following diagram represents Deer Oaks' intake and telephone triage procedure:

# TELEPHONE TRIAGE

Participant calls the Deer Oaks toll-free help line

Call is answered by a Deer Oaks Care Coordinator who assesses the situation

If the caller is in distress, the caller is immediately connected with a Deer Oaks clinician

The Deer Oaks clinician assesses the caller for risk factors and provides telephonic counseling to stabilize the situation

As the telephonic counseling occurs, the Care Coordinator searches for a provider in the caller's area

If the assessment indicates a need for emergency services, arrangements are made for emergency services intervention

If the assessment indicates a non-threatening situation but requiring urgent referral to a provider, a same-day appointment is scheduled

The Deer Oaks clinician will secure permission to confer with the referral clinician in advance of the appointment regarding the telephonic assessment and plan.

The Deer Oaks clinician will conduct a follow-up call to the caller ensuring the caller received the appropriate treatment.

Our EAP consultants have the opportunity to receive calls from employees, dependents and workplace supervisors or human resources personnel wishing to refer employees or seeing workplace consultation. The following questions are routinely asked if not specifically stated by the caller:

**If a supervisor is calling:**

- Is this a request for workplace consultation on an employee relations or other management issue?
- What is the reason for the referral?
- Is this an informal referral, or a formal, mandatory referral?
- Is this a request for a Fitness for Duty Evaluation?
- Is the employee referred in a safety sensitive position?
- Is the employee in a role governed by DOT regulations?
- Did the employee test positive for alcohol or drugs?
- Can they share the results of the Medical Review Officer at this time?

If the employee is not with the supervisor at the time of the referral call we would ask that the supervisor have the employee call. We would provide a choice of available provider referrals.

**If a member is calling:**

- What assistance can we provide at this time?
  - Issues related to child or elder care, prompt a suggested referral to - dependent care work life resources.
  - Issues raised related to possible legal or financial concerns prompt a --- suggested referral to legal financial work life resources.
  - Other risk assessment questions include:
- What prompted you to call us today?
- As a result of the concerns you have, do you feel like harming yourself or anyone else?
- As a result of the concerns you have, how much drinking or other drug use are you doing?
- In what ways are you finding that the concerns you are experiencing are affecting your work performance?
- What medications if any, are you taking for a mental health or substance abuse condition?
- Have you been hospitalized previously for a mental health or substance abuse condition?



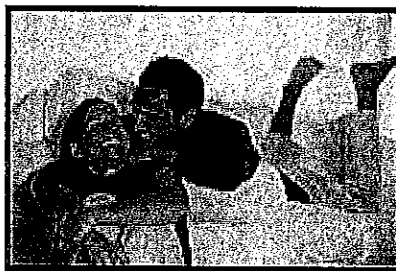
## 2) Specify the maximum number of visits allowed per year.

### Professional Diagnostic Assessments

Deer Oaks' trained counselors shall provide telephonic and face-to-face diagnostic assessment services. During the telephonic session with the participant, the participant answers a short diagnostic survey conducted by the counselor regarding symptoms and the counselor conducts a clinical interview, including family history, problem history and symptoms, in order to develop a comprehensive diagnostic assessment. All relevant areas of the participant's life are considered, including but not limited to work life, family/personal life, medical issues, financial issues, and legal issues. The professional diagnostic assessment is the source of information used in developing the participant's individualized treatment plan.

A thorough diagnostic assessment is conducted to allow the counselor to arrive at a comprehensive diagnostic conceptualization of the participant's presenting problem. The counselor performs a detailed telephonic clinical interview, including a thorough history of the problem and a mental status exam. From this initial telephonic assessment, the Deer Oaks counselor will decide whether a treatment plan can be developed or if a referral is required.

Deer Oaks' EAP counselors shall also **provide six (6) *face-to-face diagnostic assessment*** services. During the first in-person (face-to-face) session with the participant, the participant completes a short survey regarding symptoms and the counselor conducts a clinical interview, including family history, problem history and symptoms, in order to develop a comprehensive diagnostic assessment. All relevant areas of the participant's life are considered, including but not limited to work life, family/personal life, medical issues, financial issues, and legal issues. The professional diagnostic assessment is the source of information used in developing the participant's individualized treatment plan.



### Short-term Counseling

Deer Oaks shall provide up to (6) six counseling visits per employee per problem per year. Deer Oaks offers multiple modalities of counseling including individual, couples, family, and group counseling. The majority of participants receive individual counseling at some point in their treatment with Deer Oaks. Whether the participant is a child, adolescent, adult, or elderly individual, Deer Oaks counselors work in a consultative model to form an active and dynamic team with the participant in individual therapy. The initial goals of individual therapy are to build rapport and clarify the diagnostic

considerations. At this time, each counselor holds the responsibility of obtaining the participant's informed consent to participate in treatment. This process includes a comprehensive explanation of the limits of confidentiality, informed consent, the availability of emergency services, and other clinic procedures (e.g., cancellation/no shows, office hours, HIPAA).

Deer Oaks counselors work in individual counseling to help people return to an adaptive level of functioning in their lives as soon as possible, often taking a solution-focused approach. The counselor serves as a consultant not only to the participant but also to psychiatrists, primary care physicians, other health care professionals, teachers, and significant family members or friends.

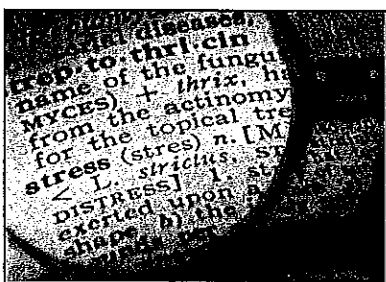
Counselors adopt a very active and direct approach in addressing the participants' targeted problem behaviors, often engaging the participant in regular homework assignments. The frequency of sessions and duration of treatment remains contingent upon the participant's individual needs. While each counselor at Deer Oaks has the autonomy to draw upon a variety of theoretical models in his/her interactions with the participant, most counselors are well versed in translating psychodynamic and systems theories to short-term, cognitive-behavioral techniques.

A variety of treatment techniques can be incorporated into the participant's individualized therapeutic treatment plan. Effective models include cognitive-behavioral, cognitive retraining, psychodynamic, insight-oriented, and problem-solving skills training. Deer Oaks has developed innovative treatment approaches that work and are coordinated with other health care providers and community based treatment options.

Intake, assessment, and referral for medical, debt, and legal problems are provided with appropriate support counseling to resolve any problems that are contributing to the medical, debt, or legal problems. Many employees today struggle with "sandwich generation" stress in which they are taking care of or worrying about both elderly parents and young children. Deer Oaks has counselors that specialize in child/adolescent service delivery, as well as in providing EAP services to elderly adults. Overviews of Deer Oaks' child/adolescent and geriatric counseling services are provided below.

**3) Describe the crisis intervention services and time frame 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.**

### Critical Incident Stress Management



Critical incidents are inevitable in any type of business or industry. They can occur at any moment with little or no warning and the effect on employees can be overwhelming. According to recent data, experts at the

Centers for Disease Control and the National Institute for Occupational Safety and Health have found the following:

- ⊕ Stress is linked to physical and mental health, as well as decreased willingness to take on new and creative endeavors.
- ⊕ Job burnout experienced by 25% to 40% of U.S. workers is blamed on stress.
- ⊕ More than ever before, employee stress is being recognized as a major drain on corporate productivity and competitiveness.
- ⊕ Depression, only one type of stress reaction, is predicted to be the leading occupational disease of the 21st century, responsible for more days lost than any other single factor.
- ⊕ \$300 billion, or \$7,500 per employee, is spent annually in the U.S. on stress-related compensation claims, reduced productivity, absenteeism, health insurance costs, direct medical expenses (nearly 50% higher for workers who report stress), and employee turnover.

Deer Oaks realizes the monumental impact stress can play on employees' lives, both in and out of the workplace and propagates the need for employer groups to have a stress management plan readily available in times of traumatic events. Traumatic events/critical incidents can be extremely disruptive to the well-being and productivity of employees and is an enormous threat to the retention of an organization's employees. Examples of such occurrences can include:

Death of an employee	Mergers
Death of employee family member	Chronic job related stress
Workplace violence	Inadequate stress management skills
Robberies/ Crime	War/Terror related incidents
Downsizing/layoffs	Natural Disasters: fires, floods, hurricanes, tornados, and more.

Following a traumatic event, employees often times feel stunned, disturbed, depressed, and unable to perform their jobs effectively. Employees may experience a range of reactions including:

- deterioration of job performance,
- personality change,
- anxiety,
- inability to concentrate,
- co-worker conflicts,
- grief reactions,

- depression,
- substance abuse,
- and/or confusion.

If not addressed within the context of a therapeutic environment and left untreated, an employee's productivity and mental capacity to continue work can dramatically decline, causing additional strain for managers and supervisors. *Deer Oaks is dedicated to assisting Montgomery County to establish superior Critical Incident Stress Management skills in order to foster a healthy work environment in turbulent times.*



The psychological, emotional, biological and behavioral impact these traumatic events can have on employees is directly related to how efficiently day-to-day operations are carried out within the workplace and how well an organization meets its goals. **The National Safe Workplace Institute projects the cost to businesses is greater than \$4.3 billion annually as the result of loss productivity, worker error, sick time and job related injury due to the traumatic impact from such events.**

The staff at Deer Oaks understands the relationship between proactively implementing a CISM plan *before* a traumatic event occurs and the savings to employers both financially and in the retention of valuable employees. In fact, **studies have shown savings to employer groups of \$7 for every \$1 spent on CISM.** Deer Oaks strives to provide employer groups' supervisors and employees superior psychological support during times of distress in order to stabilize crisis situations quickly & effectively when they occur.

### **Critical Incident Stress Debriefing**



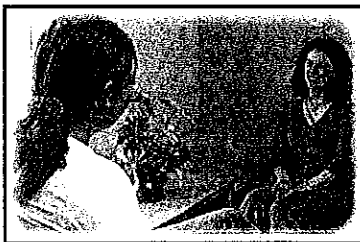
Deer Oaks is committed to providing an **unlimited number Critical Incident Stress Debriefing (CISD)** as needed, for participants who have experienced job-related stress. In response to a critical incident, upon request, Deer Oaks will immediately provide highly qualified counselors/clinicians to conduct "on-site" group crisis management services (CISD) within **24-48 hours** of occurrence. No additional charge beyond the quoted EAP enrollment price shall be borne by the employer. Additionally, Deer Oaks counselors will be available to provide in-person, individual counseling services in *all* locations to the members of Montgomery County.

**The  
Occupational  
Safety and  
Health  
Administration  
has declared  
stress a hazard  
of the  
workplace.**

Deer Oaks operates CISDs as interventional group meetings or discussions about a traumatic event or series of traumatic events occurring within the workplace. The CISD is conducted in a formal, highly structured and professional environment for a group of affected individuals by a Deer Oaks team leader and a group of Deer Oaks counselors. Debriefings are accomplished through a focus on education, restructuring thoughts,

increasing coping, reconnecting to the participants' natural support system, normalizing the participants' experiences, and accessing resources. All discussions are voluntary and completely confidential. Additionally, the CISD utilizes a seven-step format:

- ❖ **Introduction** – The team leader introduces self and team, discusses the reason for the CISD (incident), and discusses benefits of participation. The Team Leader states that the CISD is not a critique/investigation, and explains that no notes will be taken as it is a confidential meeting. It is established that participants are permitted to speak as often as they wish, or not at all, and that they may ask questions. Participants are encouraged not to take breaks, to speak only for themselves, and to look around and identify anyone whom does not belong in the meeting. Participants are informed that the team will remain after the session for individuals, and are encouraged to turn off pagers, cell phones, and to ask any questions. Participants are informed that there will be a handout or two at the end of the session, and then required to commit to confidentiality.
- ❖ **Facts** – The team leader leads a discussion with participants beginning with the question “What did you do?”
- ❖ **Thoughts** – The discussion continues and explores “What did you think?”
- ❖ **Reaction** – The question “How did you react?” is explored. The model of thoughts leading to feelings then to reactions is discussed. The group leader discussed how most people react, think, and behave in a crisis. The participants' responses are normalized.
- ❖ **Symptoms** – Typical symptoms experienced after a crisis are discussed.
- ❖ **Teaching** – The definition, characteristics, and types/stages of coping strategies are discussed. Discussion emphasizes how coping strategies function to sustain life tasks, reduce distress, reward human contact, and enhance personal worth.
- ❖ **Re-entry** – Participants are instructed in accessing and mobilizing their preexisting support systems. Participants are given more information about how they may access additional services to address the crisis through the EAP. The formal CISD ends, with opportunity to stay behind and have individual discussions with Deer Oaks counselors or team leader.



Deer Oaks will provide follow-up treatment over a period of several days at the same facility after the CISD has taken place. Deer Oaks will also provide information as to how personnel, their families, and anyone else exposed to the trauma can seek ongoing, more intensive treatment.

### Critical Incident Stress Management

Deer Oaks follows the seven core components of CISM listed below, adapted from Everly and Mitchell's (1997) Critical Incident Stress Management (CISM). *A New Era and Standard of Care in Crisis Intervention*. Ellicott County, MD: Chevron Publishing.

- Pre-Crisis Preparation,
- Demobilization Staff Consult,
- Defusing Post Crisis,
- Critical Incident Stress Debriefing,
- Individual Crisis Intervention,
- Family CISM, and
- Follow-Up/Referral.

Deer Oaks offers Montgomery County unlimited CISM and CISD services.

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

### **Employee Wellness Seminars**

Deer Oaks includes Employee wellness seminars that include presentation and discussion groups provided for employees that offer education and prevention on a variety of relevant topics. Additional seminar topics can be developed at the employer group's request. Deer Oaks will provide seminars as requested by the. A brief list of these seminars follows:

#### **Employee Wellness Seminar Topics**

- ✓ Addictive Behaviors - Gambling, Exercise / Dieting, Workaholics
- ✓ Helping Someone Get Help with Substance Abuse
- ✓ Anger Management
- ✓ Assertiveness Training
- ✓ Chemical Dependency: Recovery
- ✓ Breaking the Cycle of Codependency
- ✓ Building Self Esteem
  - The 3 components of self-esteem.
  - Define and identify what has been damaged.
  - How to change negative self-thoughts.
  - Ways to improve your self-worth and build self-confidence.
  - Some Do's and Don'ts on building self-esteem.
- ✓ Controlling Your Cholesterol
  - Test your knowledge - take a Cholesterol Quiz.
  - Ten Tips for controlling your cholesterol.
- ✓ Controlling Your Illness
  - Stress and chronic your illness.
  - Understanding your illness and accepting responsibility for its management.
  - The importance of the relationship with your treatment team.
  - Some Do's and Don'ts of illness management.
- ✓ Coping With Obstacles and Failure

- Failure vs. success - a question of perspective.
- Aiming for "win-win" solutions.
- Perfectionists vs. healthy achievers.
- Coping with the fear of failure.
- Some moments of inspiration and issues of gender.
- ✓ Coping With Stress and Change
  - Defining and understanding Stress.
  - Workplace stress and impact of high demands.
  - Job, Role, and Relationship issues.
  - Signs and symptoms that you are not coping.
  - Some tips on coping.
  - Stages of Stress
- ✓ Dealing with Change
  - Stages of grief following job changes.
  - 5 phases most people experiencing in adapting to change.
  - 8 warning signs that you may not be coping so well.
  - 7 key ways to fight back.
  - Tips for coping with change, including using humor, and talking out feelings.
  - Tips on communicating with spouse/partner during challenging times
- ✓ Dealing with Difficult People
  - Qualities of difficult people.
  - Common responses to difficult people.
  - 10 common difficult personalities and how to deal with them.
  - How to defuse an angry person.
  - Listening skills with difficult people.
  - Your difficult person.
- ✓ Depression
  - Beating the Blues
    - Understanding the blues.
    - What causes one to feel blue?
    - Different kinds of blues.
    - Treatment options.
    - Increase your activity level and get support.
    - Managing the blues.
- ✓ Developing Personal Resilience
  - Defining and understanding the concept.
  - Factors that contribute to resilience.
  - Improve goal setting and build self-confidence.
  - 10 ways to build resilience.
- ✓ Effective Techniques of Pain Management
- ✓ Exercise and Nutrition to Reduce Stress
  - Participants will look at all of the components of a healthy lifestyle including diet and exercise.

- The causes of overeating are identified and participants will be given tools to deal with the thoughts and emotions that trigger overeating.
- The role of stress is highlighted and participants will identify stress management as the first step towards creating a healthy lifestyle.
- Different forms of exercise will be explained and participants will be encouraged to fall in love with exercise.
- Finally, participants will identify the negative thinking patterns that interfere with their commitment to a healthy lifestyle.
- ✓ Financial Stress and Behavioral Solutions
  - A "Test of Your Financial Fitness" questionnaire to help participants understand how they got to their current financial situation.
  - Understanding your level of financial stress.
  - Emotional effects of financial stress.
  - Suggested behavioral solutions, such as taking stock of your life, accepting personal responsibility, and seeking appropriate expert assistance.
- ✓ Have You Become A Chronic Victim
- ✓ Healthy Communication Patterns
  - The process of communication is broken down into 4 components: the Sender, the Receiver, the Message, and Noise.
  - Verbal and non-verbal aspects of communication will be explored.
  - Participants will come to understand how Noise is introduced from various sources and how this affects communication.
  - Tips on effective communication are introduced such as listening actively, using "I" statements, and reflecting.
- ✓ How to Beat the Holiday Blues
- ✓ Managing Your Diabetes
- ✓ Non-Verbal Communication Skills Training
  - Communicating without words:
  - Explaining oculesics (gaze and eye contact).
  - Prosodics (tone) and proxemics (distance).
  - Haptics (physical contact) and chronemics (time perception).
  - Kinesics and gestures (body language).
  - Interactive exercises on interpreting body language.
- ✓ Organization Skills
  - The high cost of being disorganized.
  - Learn how to prioritize and apply the 80/20 rule.
  - Learn how to use the ABCD method.
  - Signs of poor management - what you need to avoid.
  - Learn how to plan effectively.
- ✓ Overeating and Stress
  - This seminar examines the phenomenon of stress-elicited eating.
- ✓ Reducing Job Stress

- A definition of stress will be introduced.
- Minor and major sources of job stress will be identified.
- The physical and psychological effects of these stressors will be identified.
- 5 signs that job stress may be getting to you.
- How chronic stress damages your health.
- Tips on reducing stress.
- ✓ School Refusal
- ✓ Signs and Symptoms of Alcohol or Drug Abuse
- ✓ Signs of an Eating Disorder
- ✓ Simplify Your Life
  - A questionnaire to help participants identify the sources of clutter in their lives.
  - An examination of the psychological effects of clutter.
  - Ten tips on simplifying your life, such as canceling unnecessary subscriptions, re-discovering conversation, and learning how to say "No".
- ✓ Smoking Cessation
  - Smoking Cessation: A 2-hour Introductory Program
  - Smoking Cessation: In-Depth 4 Part Program
    - Smoking Cessation: Part 1
    - Smoking Cessation: Part 2
    - Smoking Cessation: Part 3
    - Smoking Cessation: Part 4
    - Alternative Therapies
    - Health Risks Of Smoking
    - Popular Stop Smoking Websites
- ✓ Solving Interpersonal Conflicts on the Job
- ✓ Stress Management
  - Deep Breathing
  - Stress Management Life Change
  - Stress Management Log
  - Stress Management Seminar
  - Stress Warning Signals
- ✓ Telephone Etiquette
  
- ✓ Time Management
  - Time Management: Handling Multiple Priorities
- ✓ Violence in the Workplace: Strategies for Prevention
- ✓ Weight Management - Nutrition / Exercise
- ✓ When Should I Get Help? When to Call the EAP

### **Family & The Workplace Employee Wellness Seminar Topics**

A special service to employees facing the challenge of balancing home and family with career demands.

- ✓ Assisting your Elderly Parent

- People are living longer - the financial and emotional impact of Alzheimer's disease.
- The importance of planning ahead.
- Assessing your parent's many needs, including health concerns, living options, money matters, as well as their emotional needs.
- The importance of taking care of yourself.
- Reading suggestions and other resources.
- ✓ Balancing Work and Family
- ✓ Balancing Work and Family Life: Overtime vs. Parent Time
- ✓ Children and Divorce
- ✓ Communication: Can We Talk?
  - Family Communication
- ✓ Conflict Resolution: Win-Win Strategies
- ✓ Coping With Stress
- ✓ Coping with the Loss of a Loved One
- ✓ Dealing Effectively with Everyday Stress
- ✓ Disciplining Children at all Ages
- ✓ Help Your Child with ADHD
  - Setting Limits
  - Disciplining With Love
- ✓ Helpful Tips for Step-Parenting
- ✓ Helping Someone Get Help with Substance Abuse
  - The role of your EAP.
  - Confronting the addict.
  - Steps in behavioral interventions.
- ✓ Helping Your Child with Aggression
- ✓ Helping Your Child with Depression
- ✓ Helping Your Child with Learning Difficulties
- ✓ Helping Your Child with Oppositional Behaviors
- ✓ Marital Stress
- ✓ Non-Verbal Communication Skills Training
- ✓ Parenting: We Can Make A Difference
- ✓ Placing A Loved One In A Nursing Home
- ✓ Respect in the Workplace
- ✓ Roles and Responsibilities: Who Does What?
- ✓ Sandwich Generation: Care For The Caregivers
- ✓ Self Esteem Building: You are Lovable and Capable
- ✓ Shift Work and the Family
- ✓ Single Parenting
- ✓ Successful Blended Families
- ✓ Time Management: Running From Morning Til Night
- ✓ Time Management: Handling Multiple Priorities
- ✓ Time Out For Self and Spouse: I'm Not On Call
- ✓ Transition
- ✓ Who Can I Turn To? Facilitation

## Supervisor Training Seminar Topics

- ✓ Absenteeism and Turnover - How to Manage Employee Burnout
- ✓ Are You a Manager or a Leader?
- ✓ Assessing Leadership Skills
- ✓ Assigning Tasks Effectively
- ✓ Assisting Employees with Tobacco Cessation
- ✓ Avoid Procrastination
- ✓ Building Enthusiasm
- ✓ Coaching Job Skills
- ✓ Coaching Skills
- ✓ Common Disciplinary Problems and Solutions
- ✓ Communicating With Your Manager
  - Non-Verbal Communication Skills Training
  - Virtual vs. Real Communication
- ✓ Constructive Human Resources Policies to Support Positive Employee Morale
- ✓ Coping with the Stress of Being a Supervisor
- ✓ Creativity
- ✓ Cultivating Initiative
- ✓ Curbing Employee Absenteeism
- ✓ Dealing with Complaints
- ✓ Dealing with Conflicts
  - Conflict in the Workplace
  - Conflict Resolution
- ✓ Delegating Effectively
  - A famous case example of the problem.
  - Doing it all yourself results in less productivity.
  - 10 essential steps in delegation.
  - Final points to ponder.
- ✓ Depression
  - How To Recognize Depression
- ✓ Developing Performance Standards
- ✓ Disciplinary Basics
- ✓ Documenting Performance
- ✓ Effective Communication
- ✓ Effective Leadership
- ✓ Employee Discipline: Bad guy vs. incompetent
- ✓ Employee Relations Training
- ✓ Essential Skills of Communicating
- ✓ Essential Skills of Leadership
  - This Seminar highlights core leadership competencies:
  - Understanding Self.
  - Working with and influencing others.
  - Getting the job done effectively.
  - Top ten mistakes leaders make.
- ✓ Essentials of Organizational Psychology

- ✓ Evaluating Team Performance
- ✓ Handling Employee Personal Problems
- ✓ Helping Employees Achieve Healthy Lifestyle Behaviors at the Workplace
- ✓ Helping Employees Get Help with Substance Abuse
- ✓ Helping Employees Work Through Resistance to Change
- ✓ Hiring the Best Workers
- ✓ How to Handle a Traumatic Event in the Workplace
- ✓ How To Handle Grief And Loss Of Patients
- ✓ How to Increase Employee Productivity and Efficiency
  - This Seminar examines the role of the twin culprits of Absenteeism and Turnover in reducing employee productivity and efficiency.
  - Participants develop an appreciation of the cost of absenteeism and inefficiency, and look at the importance of making a commitment to the organization.
  - A recipe for sustaining employee satisfaction, productivity, and sustained profitability is developed.
  - Participants will also conduct an evaluation of their workplace to identify factors that contribute to inefficiency including the role of management.
- ✓ How to Manage Problematic Employee Behaviors
- ✓ How to Recognize Anxiety
- ✓ How to Recognize Depression
- ✓ How To Reduce Employee Conflict With Co-Workers and Supervisors (1 Hour)
  - Why it is important to intervene early.
  - Three difficult personality types and how to deal with them.
  - Practice acceptance and tolerance.
  - Additional tips on conflict resolution.
- ✓ How To Reduce Employee Conflict With Co-Workers and Supervisors (2 Hours)
- ✓ How to Run a Great Meeting
- ✓ Improving Work Habits
- ✓ Information Management
- ✓ Interviewing Skills
- ✓ Job Offers
- ✓ Leadership Skills
- ✓ Management, Orientation, Reinforcement, and Support
- ✓ Managers vs. Leaders
- ✓ Managing Diversity
- ✓ Managing Office Stress
- ✓ Meeting Functions
- ✓ Motivating Employees
  - Participants in this Seminar will discuss why simply enforcing HR policy is not sufficient.
  - The program makes the important distinction between job performance and work habits.
  - Examples of poor work habits will be highlighted, including inappropriate language, dressing, and wasting of company resources.
  - Participants will learn strategies of early intervention for personal change.

- Supervisors will be encouraged to remain positively supportive of the change process.
- ✓ Motivation
- ✓ Organizational Behavior
- ✓ Performance Appraisals
- ✓ Planning
- ✓ Powerful Leadership Techniques
- ✓ Preparing for Change
- ✓ Problem Solving
  - Effective Team Problem Solving
- Project Planning
- Reasonable Suspicion Referral for Drug and Alcohol Testing
- Screening Candidates for Jobs
- Setting Performance Goals
- Sexual Harassment: Is It or Isn't It?
  - Participants will be introduced to both formal (legal) and informal definitions of the term "sexual harassment".
  - Participants will be given a number of vignettes and fictional case scenarios, and will be encouraged to analyze these to determine if and when sexual harassment may be occurring.
  - Participants will come to understand that while interpersonal communications may not always be clear, especially across gender lines, because of the legal implications of a harassment accusation, it is better to err on the side of caution.
- ✓ Signs and Symptoms that an Employee May Have a Drug or Alcohol Problem
- ✓ Supervisory Referral to the EAP: How To's and Pitfalls
- ✓ Team Building
- ✓ The Art of Listening
- ✓ The Historical, Legal, and Psychological Aspects of Drug Testing
- ✓ The Importance of Feedback
- ✓ The Team Concept
  - Five stages of group/team development.
  - Functional and dysfunctional team member roles.
  - When conflict occurs and how to resolve it.
  - Preventing "groupthink".
- ✓ Time Management for Supervisors and Managers
  - Time Management: Handling Multiple Priorities
    - All time management is actually self-management.
    - This Seminar examines some of the myths about time management and helps participants examine some of their attitudes towards time.
    - Time is then examined in a different light - as part of the process of organizing and managing the self.
    - Participants will identify their own internal as well as external time wasters.

- The value of "To Do" lists and time diaries will be explored.
- ✓ Using Positive Discipline
- ✓ We Need to Talk: Coaching Employees
- ✓ When to Make a Mandatory Referral
- ✓ Workplace Violence: Awareness and Prevention

**Deer Oaks can accommodate requests made by Montgomery County to conduct training seminars on virtually any subject matter requests involving work-life and wellness.**

**Group Presentations**

- ◆ Health & Wellness Services
- ◆ Matters of the Heart Program
- ◆ Onsite Workplace Group Psycho-educational Seminars (may also be downloaded)
- ◆ MyLife: Disease Management Psychological Support Services
- ◆ Critical Incident Stress Debriefing
- ◆ Critical Incident Stress Management (CISM)

Deer Oaks recognizes the importance of educating employees about EAP services in order to ensure the success of an employee assistance program. This success is directly related to management, supervisory, and union leadership having a thorough understanding of concepts and issues related to the employee assistance program and the details of how the district's employee assistance program will operate.

Montgomery County will receive up to 10 hours of training, orientation, and workshops. Training Programs will be available upon request. Examples of topics include:

Stress Management	Anger Management	Grief and Loss
Coping with Change	Supervisory Use of EAP	Training for EAP Referrals
Victims of Violence	Trauma	Life Issues
Substance Abuse	Post-Traumatic Stress Disorder	

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

**Deer Oaks offers: 1) case management and clinical supervision, 2) utilization review, 3) patient satisfaction and treatment outcome, 4) return-to-work contracts, and 5) continuing education for clinical staff in-service of these goals.**

Interfacing with the particular needs, expectations and systems of the employer group companies has been a strength for Deer Oaks. Many internal systems have been developed and utilized to ensure superior employee assistance care. Group supervision

and case management take place each week at all of the Deer Oaks locations. Additionally, outcome measures are reviewed on a regular basis. These include client satisfaction, treatment outcome, utilization review, peer review issues, psychological assessments, medical records, emergency services, interfacing with psychiatrists for medication management, legal and ethical issues, handling grievances/complaints, customer service issues, credentialing of clinical staff, program development, and clinical supervision/training.

#### **CASE MANAGEMENT AND CLINICAL SUPERVISION:**

Deer Oaks relies upon case management to: (a) ensure that only the highest quality of care is provided, (b) provide an internal system of monitoring participants' utilization of their EAP benefit, (c) address any risk management issues, and (d) provide intensive training opportunities for all clinicians. Case management at Deer Oaks operates through multiple formats, including weekly individual and group supervision, comprehensive quarterly medical records reviews, the immediate availability of licensed psychologists on an as-needed basis, and internal systems that facilitate effective case management.

Case management at Deer Oaks falls under the responsibility of the primary counselor for the case. Deer Oaks believes, however, that case management is more effective and efficient when the efforts of a team are employed; therefore, each primary case manager has access to other clinical, administrative, and supervisory staff in addressing any number of issues that may arise in managing a particular case. From ensuring that treatment interventions are appropriately documented, to overcoming treatment obstacles and designing the most effective treatment strategies possible, Deer Oaks' counselors work as a team to ensure that each case is managed with considerable professionalism.

Clinical supervision is one of the most effective vehicles for managing cases. Clinical staff members meet weekly in individual and group supervision to discuss cases and present difficult treatment issues in need of supervisory intervention/advisement. This process enables counselors to gain some objective assistance and feedback in monitoring various aspects of treatment interventions. These supervisory opportunities help clinicians arrive at creative strategies that can be used in adapting the treatment to a short-term model.

Other case management systems include telephone clinical triage with a trained counselor, which helps the counselor to arrive at early identification of presenting problems. As Deer Oaks takes the time to collect this information up front, the counselor is able to begin formulating a treatment plan even before the participant arrives at the office. Regular reviews of medical records ensure accurate and timely documentation of the interventions provided, and assist the counselor in identifying cases in need of a treatment plan revision. Additionally, by utilizing tools such as the Informed Consent and the Brief Client Rating Scale (administered at intake and throughout regular intervals in the course of treatment), counselors are able to involve each participant actively in the initiation and management of his/her own treatment. Furthermore, thorough diagnostic assessments and follow-up allows Deer Oaks to integrate efforts with other health care, school, and/or relevant community professionals involved with the EAP participant (e.g.,

psychiatrists, PCPs, etc.) - thereby providing a more comprehensive and effective case management team.

Finally, Deer Oaks' commitment to ongoing provider education ensures that counselors are continually evolving in their professional approach, and managing their cases more effectively. Some recent in-service topics have included psychopharmacology, crisis intervention, and brief counseling techniques.

### **Utilization Reports**

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. Deer Oaks will furnish quarterly and annual reports in a timely manner with statistical data on program usage and information regarding aggregate statistical data on employees and household members. These reports shall include all information requested by the County District without infringing on employees' confidentiality. Further, Deer Oaks has the MIS capabilities to tailor-design such reporting to meet the County's unique, and possibly changing needs.

Utilization reports will contain at the minimum the following statistics:

- Number of new clients and number of monthly carry over of clients
- Number of closed cases and their disposition on monthly, quarterly, and annual basis. The outcome of the employee's initial presenting issue e.g. problem resolved, problem improved, problem remained the same, problem worsened
- Number and types of issues treated/identified with ability to sort by SSFCU
- Number of sessions and assessments – telephone and in-office
- Aggregate demographic information of clients and their presenting problem
- EAP client utilization sorted by division
- Number and explanation of referrals to the employee's mental health provider or community resources
- Statistical data will be kept on cancellations and no shows on at least a quarterly basis. A follow-up procedure will be used to determine reasons for client cancellations and no shows.
- Each employee/client will receive a satisfaction survey to determine their satisfaction with EAP services, the counselor and the EAP program.

### **Treatment Outcomes**

Deer Oaks places the utmost importance on treatment efficacy. Deer Oaks believes that it is an ethical and professional obligation to ensure that each participant receives the most effective interventions possible for his/her presenting problems. Deer Oaks utilizes treatment approaches that consider each participant's strengths and weaknesses, presenting problems, needs, and expectations for treatment.

Each Deer Oaks counselor is responsible for ongoing evaluations of the impact of interventions on participants. Evaluation begins with a comprehensive diagnostic evaluation that examines the participant's presenting problems, history of the problems, current environmental and/or interpersonal factors maintaining/exacerbating the presenting problems, previous psychological/psychiatric interventions, substance abuse history, medical history, history of physical, emotional, and sexual abuse, and a current mental status exam.

During these first sessions, the primary goals are (a) to develop a comprehensive understanding of the problem, (b) to establish an accurate diagnostic picture, (c) to build rapport with the participant, and (d) to arrive at a plan for subsequent stages of treatment. Deer Oaks informally evaluates the effectiveness of the first stage of treatment by giving all participants an opportunity to offer feedback regarding the intake. The counselor offers a summary of the diagnostic impressions and initial treatment recommendations to the participant, and assesses the degree to which the participant agrees with and/or finds relief from the conceptualization of their particular case. The participant's compliance with the treatment recommendations provides a second informal indicator of the success of this initial intervention.

Deer Oaks has been pleased to receive consistent feedback from participants that (a) the diagnostic impressions are consistent with their subjective experiences, (b) the summarized conceptualizations offer relief based on knowing that someone else understands their problems and can help them, and (c) that the rapport-building that takes place in the initial sessions is sufficient to ensure a very low no-show rate for subsequent appointments. An impressive 98% of participant's surveyed report that they are "Very Satisfied" with the diagnostic interview they received.

In conducting outcome studies, Deer Oaks considers changes in presenting symptomatology over time. An analysis of the results by numbers of sessions is conducted, in order to arrive at the modal number of sessions in which various presenting symptoms typically begin to remit. Qualitative evaluations of each participant's progress are made at each session throughout the course of their treatment.

Formal treatment outcome surveys are conducted using the Brief Client Rating Scale, which is completed at intake, periodically and systematically throughout the course of treatment, and at termination. Other informal outcome measures include the participant's subjective report, the counselor's clinical impressions, and post-treatment DSM-IV diagnoses on Axis I and Axis V GAF (global assessment of functioning). Outcome studies indicate that participants report noteworthy improvement in their presenting symptoms as measured by differences between their pre-, concurrent, and post-treatment Brief Client Rating Scale scores.

### **Return-to-Work Procedures**

Deer Oaks is well versed in the aspects of return-to-work procedures. Deer Oaks



offers experience in developing and executing written contracts with participants in order to establish stipulations under which the employee may return to work following any form of mental illness or chemical dependency and/or treatment, including hospitalization for an addiction, which may directly interfere with the employee's work. Deer Oaks performs the necessary return-to-work follow-up substance abuse evaluations to ensure that the employee has complied with the required treatment program and is ready to return to work. Deer Oaks can provide oversight, case review and case management for any EAP participant who signs a return-to-work agreement. The counselor can help arrange for random drug and alcohol testing, at the cost of the employee, to further evaluate the participant's compliance with treatment.

Deer Oaks coordinates closely with primary care physicians, psychiatrists, and other specialty providers when return-to-work certificates are needed. The assigned counselor(s) works to integrate the medical and psychological profiles of the employee/dependent so as to arrive at a contract that is in the employee's and employer's best interests. Deer Oaks is able, through extensive coordination with physicians, to ensure that employees receive adequate time off from their job without allowing for situations in which the employee may attempt to manipulate the system and seek more time off from work than is medically necessary. The counselor monitors the employee's response to treatment and subsequently may revise/alter recommended criteria for returning to work, which may include functional improvements on the participant's behalf as well as workplace improvements. These contracts are particularly helpful for situations in which an employee has struggled with substance abuse difficulties and/or is making a transition back to work from an inpatient hospitalization stay. Other situations that may require close coordination include employees struggling with chronic pain issues and psychological reactions to physical disabilities/medical conditions.

Deer Oaks' goal is to increase the employee's level of functioning as soon as possible and to identify the changes that need to take place in order for the employee to return to a happy and productive employment.

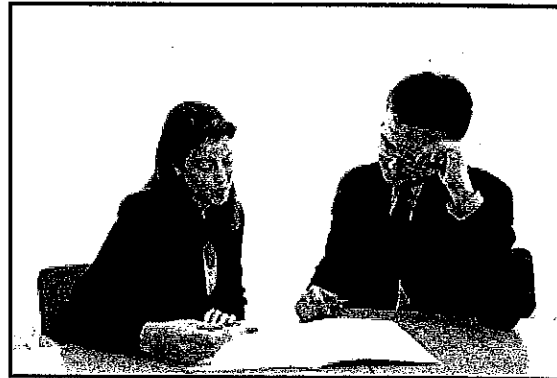
Deer Oaks' return-to-work certificates stipulate the condition that requires that the employee miss work, any precipitating and/or maintaining stressors, recommendations for specific time-limited period for the employee to be out from work, stipulated criteria of progress in the participant's functioning for employee to return to work, and any recommended changes in job position/requirements. Deer Oaks encourages employees to sign a consent form to release this information to the employer.



6) Identify special services or program services provided to Risk Management or operating departments to include (but not limited to):

**Determining Savings**

Measuring the success of an EAP, while not simple, is very important. It is also important for the human resources department to share in the responsibility of measuring program Return on Investment (ROI). Dr. Edward Trieber, managing director at Harris, Rothenberg International, wrote "By utilizing traditional ROI tools and considering what *cannot* be measured, you can better gauge the return you are getting from your investment in the EAP". Deer Oaks will conduct ROI analysis to determine the amount of savings, both dollar value and employee satisfaction and report to the Montgomery County account manager.



a) **Consultation on policy and procedure development;**

Often times the Human Resources Department is the first to hear of employee and departmental problems. Deer Oaks proposes to integrate the mission of the County's Human Resources Department. The MISSION program is a comprehensive inclusion of the HR mission into the EAP. The **Deer Oaks MISSION program** entails the following procedures:

**Mee**t**** with the HR Department to discuss level of employee well-being, issues of concern, departmental needs, state of supervisors.

**Initiate** an assessment of the needs of the HR department

**Suggest** possible solutions

**Surround** employees and supervisors with information on how to access the EAP

**Integrate** the HR mission into the specific EAP in-services and interventions

**Observe** the employees' reactions to the interventions

**Notify** the HR Department of the results of the interventions

Through this program, the Mission of the EAP and the Mission of the HR Department go hand in hand. Providing support to the HR department is critical to helping the employee population at large and to ensuring that the EAP is an effective, available, and utilized benefit. **Deer Oaks shall assist the County in determining policy and procedures for use with the EAP.**

Deer Oaks EAP Services recognizes that there are many important considerations involved in selecting an EAP provider in addition to cost. All of the following services are included in the price per employee per month. The benefit plan design is an important consideration in that it reflects *how* employees access services. Deer Oaks account management is conducted via a team approach with a Primary Account Representative, Chief Operations Officer, Promotional Materials Department, Intake/Scheduling Specialists, Utilization Report Management and the In-service Coordinator with one lead position as the point of contact for the City. Treatment is often multi-modal and may include individual, family, couples, and/or group counseling, and/or referrals to other services (e.g., legal, financial). At Deer Oaks, EAP treatment is always considered within the context of the employee's position, taking into account the employee's job performance, attendance, ability to get along with co-workers, response to subordinates or supervisors, as well as job satisfaction and overall productivity in meeting the specific requirements of the job.

- 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);**
- c) **And dealing with difficult employees**

Deer Oaks offers various seminars for employee wellness that address all requested programs by Montgomery County. (see list of Employee Wellness Seminars)

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

#### **Deer Oaks Management Assistance Program**

The Deer Oaks *Management Assistance Program* works on multiple levels. The program provides individual and group assistance to all of the tiers of management, including executive administrators, HR managers, and direct line supervisors. Unlimited consultations and trainings are provided to managers regarding difficult workplace situations and the need for reconstruction of policies and procedures based on signs and symptoms such as high absenteeism rates, high turnover rates, low productivity, problems with diversity issues, difficulties with workplace violence or substance abuse, and interpersonal conflicts. Often there can be an environment in which employees and management have become estranged and separated by a wall of distrust. The *MAP* interventions can help to bring this wall down and open the path for healthy workplace communications and systems.

The *MAP program* is comprised of the following elements:

- Integrating HR's mission into the EAP design: *The MISSION program*
- Assessing the specific workplace issues needing attention and intervention: *The Lending an EAR/Validating Voices Program*
- Providing Consultation to Executives, Managers, HR department
- Provide Training to Direct-Line Supervisors
- HR ToolKit
- Supervisor Supplement

The *MAP* program also offers telephonic consultation to managers and training to supervisors, as well as electronic newsletters on human resource and supervisory topics.



### Management Consultation

As needed, the County's Human Resources Department/Management Team may request help with workplace policies and administrative support to reduce employee absenteeism and turnover. Unlimited telephonic management consultation is included in the quoted enrollment cost. An EAP counselor or a member of the Deer Oaks management team will provide telephonic support, written documents and consultation, as specified by the requesting party. The information is designed to provide training to the management of employees whose job performance or attendance problems appear to be directly related to personal problems, mental illness, or chemical dependency. With the employee's consent, information will be shared with supervisors and managers openly to creatively identify any particular work parameters that may improve the employee's attendance and/or job performance.

Deer Oaks includes Supervisor Training Seminars that assist supervisors in challenges such as recognizing and dealing with problematic employee behaviors, managing employee burnout, recognizing depression, or knowing when to make a mandatory referral. Topics can be individually tailored as needed. Deer Oaks will provide seminars as specified in this response and as requested by the City, and will be billed separately, as specified in the RFP.

Deer Oaks works with each case on an individual basis with regard to specific recommendations as to the privacy and confidentiality of a particular case as opposed to the assessment of the agency's inquiries. For example, there may be times that Deer Oaks encourages and even requires (as in mandatory referrals) an employee to sign a consent form for the release of information to the particular agency. This occurs when it is determined an employee's symptoms may interfere with their job performance – regardless of whether or not the agency has identified their symptoms as problematic.

With the EAP participant's consent, only information deemed necessary for agency knowledge will be disclosed. The agency's EAP administrator and/or supervisor will also be encouraged to handle the information with strict confidentiality and sensitivity, as employees may fear negative judgment should their employer become aware of their difficulties.

**8) Describe transition of counseling services for anyone who is currently in counseling.**

**Deer Oaks Tranquil Transitions Program**

Deer Oaks recognizes that the transition from one provider to another can be a difficult time for individuals currently accessing the EAP. Deer Oaks is therefore quite sensitive and flexible to conform to what is best for the EAP participant, and remains open to any transition plan preferred by the employer group. As every employer group has different preferences for the transition of current EAP participants, Deer Oaks has utilized a variety of transition plans in the past as preferred by the employer. This approach is the *Deer Oaks Tranquil Transitions Program*. These transitions have included: (a) coordinating with the current EAP provider and administrator to allow participants to complete their allotted sessions with the current counselor, (b) giving the EAP participant a choice about what they would prefer (transfer to Deer Oaks or continue with the current provider), (c) providing all EAP participants with a new allotment of sessions hence offering them a fresh start at Deer Oaks, and (d) any combination of the above choices. Any EAP participant who chooses to transfer may request that Deer Oaks consult with their prior counselor after a release of information has been signed.

**9) How will you ensure a variety of referral sources?**

**Referrals**

Deer Oaks makes effective referrals as needed to other third-party providers and community agencies due in great part to Deer Oaks counselors' experience in accurate assessment of the presenting problem and his/her ability to treat the participant in-house. Counselors make referrals for legal and/or financial counseling services when it is identified that these services are part of the underlying problem being treated, or as requested by participants. Referrals for psychiatric or medical care are made for participants with medication needs, or medical issues. Every effort is made at cost-containment and participants without health insurance are referred to affordable community services. Deer Oaks additionally makes referrals to licensed substance abuse treatment facilities as needed, as part of the Substance Abuse Professional (SAP) services required by the Department of Transportation (DOT) for employees in safety-sensitive positions.

**Long-Term Counseling Need Referrals:**

Every effort is made to meet all needs for counseling in-house at Deer Oaks. In 85% of Deer Oaks EAP cases, participants' needs are met within the short-term counseling

model, circumventing the need to utilize the behavioral health benefit. If a participant has a need for long-term counseling, or if short-term counseling needs exceed the limits delineated by the particular model chosen by the ordering agency, Deer Oaks provides quality referrals to either the health plan or to affordable community resources. Deer Oaks counselors are familiar with local behavioral health communities, and as a result are able to refer to quality providers that will meet the participant's particular need.

#### **Psychiatric/Medical Referrals:**

Referrals for psychiatric or medical care are made for participants with medication needs or medical issues. EAP participants benefit from the fact that Deer Oaks EAP Services is a division of a larger, behavioral health organization in this regard: Deer Oaks' staff is very familiar with local physicians and psychiatrists due to their provision of behavioral health services in other venues. Deer Oaks' contact with physicians and psychiatrists through the other company divisions is quite extensive; each counselor typically has relationships with several physicians and psychiatrists, and insider knowledge of those physicians' and psychiatrists' abilities, strengths, and specialties. The EAP participant is therefore referred to the medical professional that is appropriate to address their issue. Furthermore, the EAP participant benefits from the strong relationships Deer Oaks counselors build through consulting with these professionals on a daily basis. These relationships enable easy access to, and quick, effective communication with, the relevant doctors. Every effort is made at cost-containment, and participants without health insurance are referred to affordable community services.

#### **Substance Abuse Treatment Facilities Referrals:**

Deer Oaks counselors make referrals to substance abuse treatment facilities as appropriate. A great portion of the substance abuse outpatient counseling shall occur in-house. However, if inpatient, residential, or intensive outpatient substance abuse treatment is indicated, Deer Oaks counselors refer EAP participants to licensed substance abuse treatment facilities. If SAP services are being utilized, participants are always referred to a licensed substance abuse treatment facility.

#### **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 EAP participants visiting Deer Oaks Staff offices can have full confidence in the utmost privacy and confidentiality. Montgomery County participants will have appointments managed by Deer Oaks officer receptionists to ensure no two Montgomery County employee will be scheduled within 4 hours of each other. Further, because Deer Oaks' Network Panel is so comprehensive, Deer Oaks will not refer more than one participant to any clinician until the referral is closed.

#### **11) What are your guidelines of confidentiality?**

#### **Confidentiality**

Confidentiality is a particularly sensitive and important issue in offering EAP services. Deer Oaks operations are compliant with all federal, state and local laws regarding confidentiality of medical records, as well as in compliance with all HIPAA regulations. All EAP participation is confidential, as is the participant's medical record. A mandated requirement, records are secured behind double locks and stored for a minimum of three years after contract expiration. The participant must sign a release of information prior to any information relevant to participation is released to any third parties. Deer Oaks utilizes an Informed Consent Form, as well as a HIPAA form each EAP participant signs, further delineating the limits of confidentiality (i.e., potential harm to self or others, subpoena of records, child/elder abuse, HIPAA privacy issues).

Deer Oaks works with each case on an individual basis with regard to specific recommendations as to the privacy and confidentiality of a particular case as opposed to the assessment of the agency's inquiries. For example, there may be times that Deer Oaks encourages and even requires (as in mandatory referrals) an employee to sign a consent form for the release of information to the particular agency. This occurs when it is determined an employee's symptoms may interfere with their job performance – regardless of whether or not the agency has identified their symptoms as problematic. With the EAP participant's consent, only information deemed necessary for agency knowledge will be disclosed. The agency's EAP administrator and/or supervisor will also be encouraged to handle the information with strict confidentiality and sensitivity, as employees may fear negative judgment should their employer become aware of their difficulties.

## **12) How do you handle supervisor referrals? What feedback will you give?**

### **Management Referrals**

There are times when managers and supervisors are faced with a difficult situation with an employee who has been struggling with performance, attitude, relational, safety, or compliance issues on the job. Whether its anger management, attendance, or suspected substance abuse problems, managers are able to turn to the EAP for assistance on cases that require a referral for assessment and counseling services. The EAP can help to facilitate the return-to-work plan and provide information back to the manager and supervisor regarding the employee's participation in treatment. The EAP will also provide helpful consultation to the manager regarding issues that may help the employee to be more successful in the workplace and warning signs that possible recurrence of a problem may be resurfacing.

Sometimes a manager or supervisor finds it difficult to handle an employee who may be experiencing a high degree of absenteeism, burnout, anger management or substance abuse. When situations possibly requiring a referral arise, Deer Oaks prefers the manager or supervisor consult with the Montgomery County HR Department before initiating treatment. With the guidance of the company's Human Resources Department guidelines, a manager or supervisor can decide whether or not the problem can be dealt directly

within the department, or if a referral is necessary. **Deer Oaks is willing to review the County's disciplinary policies and procedures and recommend a process for management referrals.**

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

Deer Oaks provides the full range of counseling services, including groups, individuals, couples, and family counseling. Deer Oaks treats individuals of all ages, utilizing a variety of theoretical approaches that are translated into solution-focused and cognitive-behavioral techniques, for efficient, effective symptom relief and improvement. Counseling is offered for the full range of common short-term counseling needs, including (but not limited to):

- a. Substance Abuse.
- b. Legal and Financial Services
  - Free initial legal counseling sessions
  - Free simple will
  - Mediation services
  - 25% reduction from attorney's fees following retainer
  - Quarterly legal newsletters
- Frank About Finances Program
  - Referrals for unlimited free financial counseling and planning services
  - Quarterly financial newsletters
- c. Marital/Family Problems
- d. Psychological/Emotional Problems,
- e. Sexual Orientation concerns,
- f. Health-related problems,
- g. HIV and disease,
- h. Anxiety and depression,
- i. Critical Incident Stress Debriefing (CISD)
- j. Childcare/Eldercare,
- k. Literacy,
- l. Domestic violence,
- m. Harassment,
- n. Vocational/Work performance problems,
- o. Pre-retirement,
- p. Grief trauma and/or Other Trauma.

Deer Oaks staff and network clinicians will provide all assessment and counseling services.

## **ORIENTATION**



### **Supervisor and Manager Orientation to the EAP**

Deer Oaks will work with the City's Human Resources Department (MISSION) to facilitate access and ongoing EAP use. Deer Oaks' success in training management teams to use and support the EAP relies on supervisor training seminars and a consultative approach emphasizing two-way communication between Deer Oaks counselors and the City's administrative personnel regarding the assessment and needs of employees.

Deer Oaks EAP liaisons will provide unlimited telephonic support, training City management teams to support the EAP. Deer Oaks also provides videos and online presentations for use in management meetings or departmental gatherings. Briefly, Deer Oaks' approach to training management teams involves conveying the following information:

- Indicators than an employee may need assistance
- Rationale for managers to address employee's personal problems through utilizing the EAP
- How to make an EAP referral (either suggested or mandatory)
- How to follow up the referral with employees

### **Employee Orientation to the EAP**

Deer Oaks recognizes the importance of educating employees on the EAP service and believes that the key to education is effective communication. Ongoing training via web-based instruction and follow-up are individualized based on assessment of the City and employee needs, informed by data analysis. Deer Oaks also provides videos and online presentations for use in employee enrollment sessions. Employees can also be oriented to the EAP through literature provided at employer Health Fairs. Deer Oaks utilizes the general training curriculum detailed below and offers specific training stemming from utilization data and anecdotal information from clinical staff regarding helpful areas of focus. In an effort to involve the City in achieving the various goals addressed throughout this RFP, Deer Oaks believes it is imperative to train Human Resources and/or a City EAP Coordinator in understanding and presenting the EAP orientation information.

- What are EAP services?
- Who is eligible for EAP services?
- How do I access services?
- What types of services are available?
- What assistance can I expect to receive?
- When should I access services?

Deer Oaks has the ability to translate any document or provide therapy in another language (including ASL) if requested. In addition, *Deer Oaks provides material in large print or Braille for the visually impaired.*

### **The MISSION Program**

One of Deer Oaks' strengths is constant communication with human resources departments. This communication is imperative in ensuring employees are well informed about the EAP, as well as comfortable accessing services. Deer Oaks will conduct ongoing and unlimited telephonic management consultation with the human resources department to make certain the EAP is utilized in the most beneficial manner.

Deer Oaks understands a successful EAP depends on a symbiotic relationship between human resources and the EAP vendor. Equally important, Deer Oaks takes a proactive approach to wellness and work/life issues that may often interfere with work productivity, and eventually lead to unacceptable job performance, poor conduct, or other issues interfering with work.



To address this important issue, Deer Oaks has developed several programs integrating human resources into the EAP. Because the human resources department is usually the first to hear about a potential problem or issue, Deer Oaks developed the MISSION program. The MISSION program focuses on a tailor-made incorporation of the City's human resources department policies and procedures.

### **Integration of the City's various agencies Human Resources MISSION**

- Modify and Individually-Tailor EAP benefit to fit with HR's Mission
- Initiate a telephonic assessment of the needs of the HR department.
- Suggest possible solutions.
- Surround employees and supervisors with information on how to access the EAP.
- Integrate the HR mission into the specific EAP in-services and interventions.
- Observe employee reaction to the interventions.
- Notify the HR Department of the results of the interventions.

Through this program, the Mission of the EAP and the Mission of the HR Department are intertwined. Providing support to the HR department is critical in ensuring the Deer Oaks EAP is effective, available and utilized.

## Needs Assessment

Deer Oaks begins the customization process via thorough needs assessment includes identification of issues and needs as expressed by HR personnel, supervisors, and employees. The needs assessment should be ongoing, thorough, and systemic in nature. The needs assessment includes:

1. How many supervisors are there? How many employees? What are the counts by department and agency?
2. What are the demographic characteristics and geographic dispersion of the employee populations?
3. An analysis of the pattern for health and disability claims to evaluate the incidence, prevalence, and fiscal impact of behavioral health conditions on each agency as compared to state and national occupational trends.
4. What are the 5 most pressing workplace issues that employees, supervisors, and HR personnel each identify as needing potential intervention and support from the EAP?
5. What has the prior utilization data indicated regarding:
  - a) The acceptance of the EAP by department or agency
  - b) The most prevalent problems by department or agency
  - c) The length of counseling typically utilized by each agency
  - d) The responsiveness to in-service trainings
  - e) The results of patient satisfaction surveys
  - f) The use of onsite critical incident trainings
  - g) The results of treatment outcome data
6. What would be the ideal roll-out schedule of promotional/educational materials?
7. What should the topics be for the first 6 months of in-services?
8. What are the DOT SAP issues to be addressed?
9. Where are management consultations needed?
10. What support can the EAP lend to the HR department?
11. How can the EAP help with diversity management

### **14) Will a 24-hour 800 number be available for all members?**

Yes. Deer Oaks provides a 24-hour, toll-free telephone help line staffed by trained care coordinators that promptly receive calls, stabilize crisis and emergency situations, assess problems, schedule appointments, and/or refer callers to appropriate resources in their communities.

- ❖ General help line: Available to all participants 24-hours per day, 365 days a year. The help line phone number is (866) EAP-2400. The general help line may be accessed by participants of any age and is staffed by trained care coordinators.

**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. When a participant calls Deer Oaks, a trained Care Coordinator will assist in telephonic triage and, if necessary, connect (via live call) the participant to an experienced clinician. Further, after hours, Deer Oaks works with Protocall to ensure a counselor is available 24/7, seven days a week.

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

Yes. Deer Oaks works to provide participants access to community based programs in areas within Montgomery County. Deer Oaks utilizes an extensive database of easily accessible programs convenient to the County and refers participants to such entities as their local United Way, American Red Cross, Social Services, Child Protection Team, Salvation Army, and Community Housing Resources, to name a few.

**17) Outline other non-counseling services that are provided as part of our EAP, i.e. legal, financial, on-line, etc.**

**WORK-LIFE SERVICES:**

Deer Oaks includes work-life services within its basic EAP benefit package. This includes:

- Legal and Financial Assistance
- Childcare and Eldercare Resources and Referrals
- Tips and Tools for Balancing Work and Family

**LegalAssist: Legal Counseling Services (4 hours training)**

Deer Oaks offers a comprehensive legal benefit, *LegalAssist*, which includes the following:

- Free 30-minute initial visit with an in plan attorney
- twenty-five percent reduction in hourly fees, if after the first free visit, a participant employee retains a plan attorney
- Free first visit to mediator; twenty-five percent reduced rates for subsequent mediation

- Free unlimited telephone and web-based legal information, with access to extensive libraries of legal resources and tools
- Onsite legal seminars by attorneys  
Free simple will prepared for any participant, his/her family or household member
- Free unlimited number of legal document reviews, up to five pages
- Free monthly newsletters on legal topics

### **Frank About Finances: Financial Counseling/Planning Services (4 hours training)**

Deer Oaks EAP provides referrals for unlimited credit counseling sessions, free of charge, to EAP participants. In addition, Deer Oaks offers a comprehensive financial counseling and planning benefit, Frank About Finances.

- Free 30-minute initial visits for financial planning services (i.e., retirement, college and/or estate planning)
- Subsequently reduced rates of certified financial planners if needed beyond the initial visit.
- Free onsite financial seminars by certified financial planners
- Free unlimited telephone and web-based financial advice including access to extensive libraries of financial resources and tools
- Free quarterly newsletters on financial topics
- Free online links to the most recent years tax guide, the current year's tax forms and amortization calculators
- Online budget templates for home ownership, college planning and personal budgets
- Resources for combating identity theft

### **Child/Eldercare (Dependent Care) Resources and Referrals**

Deer Oaks offers comprehensive resources for assisting employees with resources and referrals that are helpful for taking care of their dependents.

Concerns about parenting and dependent care for children are among the most common issues that employees present to the EAP. Finding day care or summer care arrangements can be difficult, and Deer Oaks offers nationwide resources for helping employees to locate certified day care facilities and accredited early childhood programs. Deer Oaks also offers considerable resources and referrals for parenting, adoption, education, and assisting children with developmental disabilities or special medical needs. Additionally, having specialized expertise in the area of child/adolescent psychology allows Deer Oaks to offer more effective solutions for children having learning, behavioral, or emotional difficulties.

Likewise, many employees are finding themselves quite worried about their aging parents. And as the workforce ages, there are more employees themselves dealing with issues of aging. Deer Oaks offers particular expertise in the area of geropsychology and

has been providing assessment and counseling services to the elderly for many years. Selecting an assisted living facility, nursing home or respite care arrangement can be very challenging. Deer Oaks offers nationwide facility locators to help employees find appropriate, quality care for their elderly family members. Deer Oaks also extensive resources and referrals covering all aspects of aging and elder care -- from understanding the physical factors of aging and identifying common elder health issues, to knowing when to help, taking care of yourself, and dealing with the psychological and physical issues associated with elder care. Includes a first-aid and tips on making the home safe and livable for elders.

### **Balancing Work and Family**

- **Building a Family**

Deer Oaks offers a Maternity at Work (MAW) program helping parents understand the physical, social and emotional changes that go with being pregnant, giving birth and caring for a new baby. Deer Oaks provides a comprehensive way for new families to learn about what to expect and how to be ready. Our counselors and website address topics such as budgeting for baby, morning sickness, prenatal exercises, choosing a delivery method, combating soreness after birth, breast-feeding vs. formula-feeding, sleeping and much more.

### **Mother's at Work (MAW) Program:**

The Deer Oaks *Mother's at Work (MAW) Program* is a unique program focusing on the health and well-being of the expectant or new mother. Through telephonic support, the Deer Oaks telephonic maternity counselor helps a mother remain focused on her workplace objectives so she can maintain a healthy performance in the workplace while placing extreme importance on the physical and mental health of both mom and baby. The majority of the Deer Oaks maternity counselors are working mothers themselves and therefore have had specific experience finding the balance between focusing on their infants and their workplace requirements. The ability to cope with the decision is assisted by the presence of coworkers and supervisor support and therefore it is the objective of the Deer Oaks telephonic counselor to enlist such support from each mom's particular coworkers and supervisors. Some mothers face the challenge of other siblings feeling jealous of the newborn or a spouse feeling of displacement. The Deer Oaks telephonic counselor offers family counseling to help other family members cope with the transition as well. Sleep deprivation and hormonal changes can compound the stress new working moms face. Telephonic maternity counselors assist new moms in arriving at a daily schedule that will reduce these sources of stress.

### **Deer Oaks Mothers at Work Program begins with:**

Meeting moms telephonically

Open a dialogue regarding moms current status physically, emotionally, financially and within the context of her family and workplace

Make an initial recommendation regarding support services that may be of assistance to mom

Schedule telephonic appointments for specialized maternal counseling

Assess the availability of co-workers, supervisors, family members , friends , and medical professionals for add support

Talk with other family members, supervisors, coworkers, friends and medical professionals as needed

Work on communication, coping, and healthy maternal lifestyle patterns

Observe mom through her the course of her pregnancy to ensure a physical and emotional health course is progressing

Rate mom's symptomatology over time to ensure she is improving

Keep a journal with mom documenting her physical, emotional, familial and workplace goals during maternity.

If at any time mom experiences a danger to her pregnancy or physical difficulties that begin to interfere with her progress, the Deer Oaks *Moms at Work* program intervenes to develop an alternate plan based on the moms abilities and supervisor's goals. The Deer Oaks online *Moms at Work* resources serve to provide additional interactive programs, reading, and exercises that can help mom to adjust successfully to her pregnancy.

Because the physical changes associated with the mother are so significant the Deer Oaks moms at work places a heavy emphasis on helping mom understand what her body is experiencing. The Deer Oaks counselor encourages consistent and regular visits with the OB/GYN, and complete compliance with healthy lifestyle patterns including abstinence from alcohol, drugs, caffeine, and maintaining a healthy diet and exercise program. Deer Oaks counselors collaborate with other dietary and medical professionals as needed.

In sum, having a baby can be the most exciting time in a woman's life. The Deer Oaks *Moms at Work* program is available to help working moms adjust successfully to the physical, social, emotional, and financial changes associated with the transition into motherhood. Specific time management, financial and emotion counseling are offered as supplemental services to the new mom and her family. The Deer Oaks program clearly values motherhood and the importance of achieving an important balance between work and maternal goals. Deer Oaks *Moms at Work* program provides the psychosocial and educational support needed to provide moms with the skills that will help to promote a health pregnancy and positive transition into motherhood.

### **Managing Work & Family**

Deer Oaks offers a fresh look at the difficult job of balancing work and family. Resources and referrals are provided to help working parents succeed at work and at home by providing convenient access to useful articles, tools, tips, and videos and consultation. Extensive resources are available on the topics of parenting, divorce, adoption, education,

daily life and healthy family communication. Workplace topics include tips on organization, time management, productivity and family leave. Home tips cover maintaining family relationships, family meetings and other day-to-day survival strategies.

### The Psycho-educational Approach to Healthy Living

Deer Oaks offers comprehensive resources to help employees and their family members to achieve optimal health and wellness. **Employer groups can utilize these topics as part of employee wellness topics or as a separate add-on 8-week course.** Since research has shown that healthy employees are more productive employees, the Deer Oaks EAP targets educational, supportive, and behavior modifying interventions that will improve each participant's ability to prioritize healthy lifestyle choices. The Health and Wellness Program at Deer Oaks focuses on:

Smoking Cessation  
Healthy Weight Management  
Stress Management

Fitness  
Disease Management  
Substance Abuse

Most people fail to reach their health and wellness goals due to interfering psychological, emotional, behavioral, or relational issues. For example, attitudes, beliefs, and feelings can have a big impact on maintaining healthy weight patterns. Food selections can very much depend on mood states and relational patterns. Many turn to "comforting foods" in order to soothe anxiety or depression. Another example can be found with tobacco or substance use. Smoking is a unhealthy habit that serves as an ineffective coping attempt to reduce anxiety, stress, and agitation. Others turn to alcohol to avoid their family problems. Likewise, people may give up on an exercise program following a stressful week at work or a relational break-up.

The EAP clinician can help to intervene and keep the employee or family member educated about the consequences of their choices and about the alternatives to unhealthy lifestyle patterns. Deer Oaks offers online articles, tools, tips, and resources to help employees and their family members succeed in managing their health and wellness goals. A Deer Oaks EAP care manager can e-mail articles and communicate with participants on a regular basis to track success and obstacles, offering recommendations for behavioral, cognitive, and relational adjustments as needed.

Additionally, Deer Oaks is aware that many employees and their family members are struggling with chronic diseases, such as diabetes, asthma, pain, arthritis, migraines, coronary heart disease, and cancer. Many times attitudes and emotions can exacerbate these disease conditions and can interfere with compliance with treatment programs. Deer Oaks seeks to assist employees via education, support, and directive encouragement to remain committed to healthy disease management choices.

### Matters of the Heart Program

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Deer Oaks recognizes the importance of the connection between the mind and the body. All too often, physical health declines or employees turn to unhealthy lifestyles during times of stress or due to psychological or relational problems. Emotions and attitudes often determine choices and behavior patterns surrounding health and wellness issues. Often, the reasons many people are unsuccessful in complying with a healthy weight management or smoking cessation program stem from psychological reasons. Researchers have indicated that psychological factors like stress, depression, anxiety, attitudes and expectations, as well as relationship issues can impact motivation, interest levels, and stamina when it comes to a challenging task like sticking with diet, nutritional and fitness recommendations. Additionally, researchers have documented significant links between stress and chronic disease conditions, including depression, diabetes, asthma, and cancer. Stress and psychological problems can lead to poor treatment compliance, which in turn leads to exacerbation of the disease.

Deer Oaks takes a holistic approach toward health and wellness and disease management programs. Typically employers contract with separate vendors for health and wellness programs, disease management programs, and employee assistance programs. Deer Oaks works to integrate these artificially distinct services through its proprietary *Matters of the Heart Program*. This holistic approach leads to more successful outcomes for employees and employer groups. Deer Oaks has developed assessment, education, intervention, and follow-up protocols for assisting employees and their family members as they lead healthy lifestyles.

The *Matters of the Heart Program* includes the following components:

- 1.) Behave Well: Health and Wellness Psycho-educational Support Programs
- 2.) MyLife Disease Management Psychological Support Services

### **Behave Well: Health and Wellness Psycho-educational Support Programs**

The Behave Well Programs were developed to help identify psychological, behavioral, emotional and relational factors that contribute to overall health and wellness. One of the major goals of this program is to change behavior to improve health, decrease incidence of acute illness, and reduce the long-term human and economic burden of complications from chronic disease. The focus of the program is on smoking cessation, healthy weight management and stress management. Studies have shown that workplace stress causes approximately one million U.S. employees to miss work each day and causes American industry \$300 billion annually in lost hours due to absenteeism, reduced productivity and workers compensation. Each of these has been proven to be a risk factor that can lead to other diseases such as cancer, diabetes and heart disease and ultimately cost companies huge sums of money because of sick or ailing employees. Each of these programs involves an individual health behavior profile, telephonic or face-to-face counseling, onsite workplace psycho-educational seminars and group therapy courses, online health and wellness resources and electronic newsletters.

### **Individual Health Behavior Profiles**

These individual profiles are completed by the client during an initial meeting with a Behave Well Coach, either in person or via the telephone, and used to identify factors that contribute to an individual's health and wellness. Deer Oaks uses profiles that to assess and identify the psychological, behavioral, emotional and relational effects of a variety of health issues on the individual's life. The profile is also able to identify where the client is in the process of change and how significantly his or her life is being affected.

### **Individual Tele-Health Coaching with E-Toolkits, Case Management and Follow-up**

Behavior Management and psychological support programs provided via the telephone and e-mail by behavioral health clinicians and life coaches with a minimum of a master's degree. This life-coaching program is designed to increase successful outcomes with smoking cessation, healthy weight management and stress management. Clients who call Deer Oaks Behave Well Support Program will be connected with a clinician who will help the client identify goals and create a plan to help them achieve their goals. Each client will have a personalized behavior modification program created for them by a Behave Well Coach depending on their specific needs. The coaches will follow-up weekly at first, then eventually monthly, with each client to check in on their progress of reaching their goals and to offer support. Behave Well coaches are able to modify the client's goals and offer support and direction when necessary to help keep the client motivated. All coaches have access to electronic toolkits via the internet. These toolkits can be sent to the clients to be used as homework and for educational purposes. The information available through the e-toolkits can also be helpful for family, friends, co-workers or supervisors so they can learn more about certain behaviors and how changes can be made through behavior modification.

Telephonic counseling has been proven to be an efficient and helpful resource for clients, and may also be preferred over face-to-face counseling because of concerns about the stigma associated with seeking "mental health counseling", mobility issues or scheduling concerns (Stephenson, Bingaman, Plaza, Selvik, Sudgen, & Ross, 2003). Through our tele-health coaching Deer Oaks is able to offer assistance to many people who might not have ever used counseling otherwise.

Clients also will have access to the Deer Oaks website ([www.deeroaks.com](http://www.deeroaks.com)) and will be able to view the numerous seminars, articles, and videos available.

Behave Well counselors are trained to be "Life Coaches", not just therapists. Life coaching differs from traditional therapy by focusing on the future and assuming that the client is capable of having a wonderful life. Clients seek out life coaches to help them create new possibilities and get more out of their lives. Coaches also tend to have a more collegial relationship with their clients, encouraging clients to see them as partners for their support and growth. The ultimate goal for a client is to create the life they have always wanted. The life coach does not tell the client what to do, but rather assists people in designing their future.

Deer Oaks has minimum master's level clinicians who are available 24 hours a day to provide tele-health coaching.

### **Onsite Workplace Group Psycho-educational Seminars (may also be downloaded)**

These seminars have been developed by doctoral level psychologists to address the issues of stress management, healthy weight management and smoking cessation. The seminars can either be presented at a worksite to a group of employees who are all working on overcoming a similar issue, can be viewed via the internet through the Deer Oaks webpage, or can be sent directly to the client for personal viewing. In addition to addressing the powerful mind-body connection for each of these topics, the presentations offer helpful behavior modification tips and coping strategies. Even though most presentations are done in a group setting, individuals are encouraged to contact Deer Oaks to begin meeting with a Behave Well life coach.

### **Individual Face-to-Face Counseling Visits**

Individual counseling is available to all clients of Deer Oaks and the Behave Well program. Individual psychotherapy and counseling is provided by minimum master's level counselors in the behavior health field. Therapists for the Behave Well program have received additional training and information on dealing specifically with stress management, healthy weight management and smoking cessation. Behave Well counselors are also trained to be Life Coaches for their clients, helping the client become the person they have always dreamed of being.

### **Onsite Workplace Health and Wellness Group Therapy Courses**

These process-oriented groups were created to help clients address the psychological issues interfering with successful health and wellness goal attainment. Through the onsite psycho-educational seminars clients are taught the skills necessary to modify their behaviors and set attainable goals to improve their physical and mental health. Although these skills are important, many people experience struggles and setbacks they had not planned on or expected. The group therapy course allows individuals to discuss their concerns and fears in an open and safe environment with others who are experiencing similar challenges. The groups are led by minimum master's level clinicians who provide information on health consequences and foster support and encouragement for changing behaviors and discussion of problems encountered. Group therapy can offer support and encouragement in a way that can be more powerful than individual therapy.

### **Online Health and Wellness Resources**

Through the Deer Oaks website ([www.deeroaks.com](http://www.deeroaks.com)) clients can view online tools, tips, articles, videos, links and resources on a variety of topics. Clients will also be able to complete self-assessments online that will help them as they set goals and make changes, both physically and emotionally, as they work toward becoming the person they know they can be. When clients begin the Behave Well Program, they will be given a username and password to grant them access to the website. When necessary, Behave Well Coaches will email specific articles to meet the individual needs of each client.

### **Monthly Electronic Newsletters**

As part of the Behave Well Program, clients will be sent a monthly newsletter via email called "Matters of the Heart: Articles on the Mind-Body Connection". The newsletters will include up to date articles on a variety of topics relating to healthy weight management, nutrition, exercise, smoking cessation, and stress management.

### **Integration with Health and Wellness Vendor re: Utilization Review and ROI Analyses**

The Behave Well Program will utilize pre and post measures to compare behavioral health concerns before and after implementation of the program. As part of the initial meeting, either on the phone or in person, the client will complete a survey to measure the behaviors to be changed or modified. As part of the Behave Well Program, counselors or life coaches will follow up with the client to monitor progress. Clients are asked to complete surveys at 3, 6 and 12 month intervals to determine the level of change achieved by the client. Results can indicate level of success or the need to adjust the goals set by the client.

### **MyLife: Disease Management Psychological Support Services**

The MyLife Program was developed because of the amount of research correlating physical health with psychological well-being. When you are stressed or upset, your body tries to tell you that something is not right. For example, high blood pressure or a stomach ulcer might develop after a particularly stressful event. Other physical signs that your emotional health is out of balance include: back pain, chest pain, headaches, high blood pressure, palpitations, and shortness of breath. Research has also shown that stress is linked to the six leading causes of death: heart diseases, cancer, lung ailments, accidents, cirrhosis of the liver and suicide, and that people with high levels of anxiety have up to seven times more risk of heart disease (Anderson & Anderson, 2003).

The goal of MyLife is to help clients, their family, friends and coworkers understand how their lives are affected by serious and chronic illnesses such as: heart disease, cancer, diabetes, depression, substance abuse, asthma, and fibromyalgia, MyLife also offers support to help them cope more effectively with the disease so they can make cognitive, emotional, and behavioral changes necessary to fight against the disease and remain compliant with their treatment.

### **Disease Management Behavior Risk Assessments**

These individual assessments are completed by the client during an initial meeting with a MyLife Coach, either in person or via the telephone, and used to identify psychological, behavioral, cognitive, emotional and relational factors impacting disease progression and treatment compliance. *Deer Oaks* uses profiles that to assess and identify the psychological, behavioral, emotional and relational effects of a variety of health issues on

the individual's life. The assessment is also able to identify where the client is in the process of change and how significantly his or her life is being affected.

### **Individual Tele-Disease Management Coaching with E-Toolkits, Case Management and Follow-up**

Behavior Management and psychological support programs provided via the telephone and e-mail by behavioral health clinicians and life coaches with a minimum of a master's degree. This life-coaching program is designed to increase compliance with treatment programs, decrease depression as a primary or concomitant disease, reduce stress associated with coping with the disease, and improve the overall disease progression. Clients who call the Deer Oaks MyLife Disease Management Program will be connected with a clinician who will help them identify goals and create a plan to help them achieve their goals. Each client will have a personalized behavior modification program created for them by a MyLife Coach depending on their specific needs. The coaches will follow-up weekly at first, then eventually monthly, with each client to check in on their treatment compliance, progress made toward reaching their goals and to offer support. MyLife coaches are able to modify the client's goals and offer support and direction when necessary to help keep the client motivated and compliant with treatment. All coaches have access to electronic toolkits via the internet. These toolkits can be sent to the clients to be used as homework and for educational purposes. The information available through the e-toolkits can also be helpful for family, friends, co-workers or supervisors so they can learn more about the specific disease as well as certain behavioral, emotional and cognitive changes that can be made through behavior modification and coaching to help the client fight the disease.

Telephonic counseling has been proven to be an efficient and helpful resource for clients, and may also be preferred over face-to-face counseling because of concerns about the stigma associated with seeking "mental health counseling", mobility issues or scheduling concerns (Stephenson, Bingaman, Plaza, Selvik, Sudgen, & Ross, 2003). Through our tele-health coaching Deer Oaks is able to offer assistance to many people who might not have ever used counseling otherwise.

Clients also will have access to the Deer Oaks website ([www.deeroaks.com](http://www.deeroaks.com)) and will be able to view the numerous seminars, articles, and videos available.

MyLife counselors are trained to be "Life Coaches", not just therapists. Life coaching differs from traditional therapy by focusing on the future and assuming that the client is capable of having a wonderful life. Clients seek out life coaches to help them create new possibilities and get more out of their lives. Coaches also tend to have a more collegial relationship with their clients, encouraging clients to see them as partners for their support and growth. The ultimate goal for a client is to create the life they have always wanted. The life coach does not tell the client what to do, but rather assists people in designing their future.

Deer Oaks has minimum master's level clinicians who are available 24 hours a day to provide tele-health coaching.

### **Onsite Workplace Group Psycho-educational Seminars (may also be downloaded)**

These seminars have been developed by doctoral level psychologists to address the issues of chronic illness, substance abuse, depression, heart disease and diabetes. The seminars can either be presented at a worksite to a group of employees who are all working on overcoming a similar issue, can be viewed via the internet through the Deer Oaks webpage, or can be sent directly to the client for personal viewing. In addition to addressing the powerful mind-body connection for each of these topics, the presentations offer helpful behavior modification tips and coping strategies. Even though most presentations are done in a group setting, individuals are encouraged to contact Deer Oaks to begin meeting with a MyLife life coach.

### **Individual Face-to-Face Counseling Visits**

Individual counseling is available to all clients of Deer Oaks and the MyLife program. Individual psychotherapy and counseling is provided by minimum master's level counselors in the behavior health field. Therapists for the MyLife program have received additional training and information on dealing specifically with chronic illness and pain, heart disease, diabetes, substance abuse, asthma, and depression. MyLife counselors are also trained to be Life Coaches for their clients, helping the client become the person they have always dreamed of being.

### **Onsite Workplace Disease Management Group Therapy Courses**

These process oriented groups were created to help clients address the psychological issues interfering with successful treatment compliance. Through the onsite psycho-educational seminars clients are taught the skills necessary to modify their behaviors and set attainable goals to improve their physical and mental health. Although these skills are important, many people experience struggles and setbacks they had not planned on or expected. The group therapy course allows individuals to discuss their concerns and fears in an open and safe environment with others who are experiencing similar challenges. The groups are led by minimum master's level clinicians who provide information on health consequences and foster support and encouragement for changing behaviors and discussion of problems encountered. Group therapy can offer support and encouragement in a way that can be more powerful than individual therapy.

Preferred Providers through Deer Oaks will lead these Group Therapy Courses. The courses will be limited to a maximum of twenty participants per 8-week course.

### **Online Disease Management Resources**

Through the Deer Oaks website ([www.deeroaks.com](http://www.deeroaks.com)) clients can view online tools, tips, articles, videos, links and resources on a variety of topics. Clients will also be able to complete self-assessments online that will help them as they set goals and make changes, both physically and emotionally, as they work toward understanding the impact of various factors or their disease progression and the importance of treatment compliance.

When clients begin the MyLife Program, they will be given a username and password to grant them access to the website. When necessary, MyLife Coaches will email specific articles to meet the individual needs of each client.

### **Monthly Electronic Newsletters**

As part of the MyLife Program, clients will be sent a monthly newsletter via email called "Matters of the Heart: Articles on the Mind-Body Connection". The newsletters will include up to date articles on a variety of topics relating to specific disease management.

### **Integration with Health and Wellness Vendor re: Utilization Review and ROI Analyses**

The MyLife Program will utilize pre and post measures to compare behavioral health concerns before and after implementation of the program. As part of the initial meeting, either on the phone or in person, the client will complete a survey to measure the behaviors to be changed or modified. As part of the MyLife Program, counselors or life coaches will follow up with the client to monitor progress. Clients are asked to complete surveys at 3, 6 and 12 month intervals to determine the level of change and compliance achieved by the client. Results can indicate level of success or the need to adjust the goals set by the client.

### **Fitness for Duty Assessment (Optional Add-On Service)**

Because this type of assessment requires an in-depth assessment, Deer Oaks utilizes several fitness-for-duty specialized counselors, as well as contracts with a highly reputable, dependable fitness-for-duty resource, PsyBar. Through these combined efforts, Deer Oaks ensures the employer is receiving the most accurate assessment performed by the most qualified clinicians.

Deer Oaks has experience handling fitness-for-duty evaluations for current EAP contracts and understands not only the sensitive time-frame when conducting an assessment, but also the detail required in order to correctly assess and diagnose the individual.

Deer Oaks considers requests for fitness for duty evaluations distinct from other types of administrative/supervisor referrals under the EAP. For a variety of reasons, individuals who have been declared fit for duty during their initial selection and hiring may later present behaviors that require examination for fitness. Given the stressful nature of some distribution positions, performance can become impaired due to job related crises (e.g., trauma or exposure to traumatized persons), shift adjustment problems, ineffective coping strategies, factors in one's personal life (e.g., marital conflict), or health concerns (e.g., chronic illness or injury). These stressors can impair the level of performance required of the individual, thereby placing themselves and others at risk. Psychological evaluation is a major component of fitness for duty (FFD) determination.

## **Assessment of Workplace Concerns**

The initial FFDE Assessment includes a comprehensive assessment of workplace concerns and requirements. The Deer Oaks FFDE Clinical Case Manager has a telephonic consultation with the referring supervisor to assess his/her concerns about the employee being referred. The specific duties of the employee's job are discussed, with emphasis on degree of stress/complexity associated with the position, systemic workplace/departmental factors that may trigger emotionality, and assessment of any safety issues associated with the job. The Clinical Case Manager will ask the supervisor about the employee's past history in the position and with any prior employer groups that may be relevant to the FFDE.

## **Assessment of Individual Employee for any "Red Flags" and Risk Factors**

The Deer Oaks FFDE Clinical Case Manager will also conduct a telephonic assessment with the individual employee to assess any current risk factors, psychiatric or substance abuse symptomatology or history, and employee's attitude regarding FFDE referral that may be important to the FFDE process. If there are any imminent risk factors identified, the employee will be immediately provided with crisis counseling and a same day appointment will be offered with an EAP clinician. Based on the information gleaned from this assessment, the Deer Oaks Clinical Case Manager will arrive at a FFDE Plan, inclusive of Coordination & Referral, Quality Assurance Review, and Follow-Up Case Management.

- **Red flags that may suggest that an FFDE exam is necessary include:**

<ul style="list-style-type: none"><li>• Angry outbursts</li><li>• A pattern of poor judgment</li><li>• Interpersonal withdrawal</li><li>• Conflicts with coworkers or the public</li><li>• Poor reliability and dependability</li><li>• Bizarre behavior</li></ul>	<ul style="list-style-type: none"><li>• Excessive use of sick leave</li><li>• Known domestic problems or abuse</li><li>• Known substance abuse</li><li>• Known sexual misconduct</li><li>• Employee talking repeatedly about being "stressed out," "burned out," or depressed</li></ul>
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## **Unique FFDE Case Management Philosophy**

Deer Oaks offers expertise in the arena of Fitness for Duty Evaluations that other EAP vendors lack. While the linkage to a large network of FFDE providers is essential, for example through a nationwide network like Psybar, it is the philosophy of Deer Oaks that the EAP should play a role that goes beyond a referral and a network. This is where the Deer Oaks FFDE Case Management Protocol comes into place.

The EAP is in a particularly effective role when it comes to handling workplace concerns. Being the entity that offers management consultation, workplace training, and departmental assessments, the Deer Oaks EAP is positioned well to assist supervisors and

managers in dealing with difficult employees and arriving at specific recommendations for workplace changes that would be most beneficial for individual and corporate success and well-being. That's why Deer Oaks has established a FFDE Protocol to ensure that the evaluation performed is contextually relevant and based on a comprehensive assessment of the pertinent workplace and individual concerns. The Deer Oaks EAP FFDE Clinical Case Manager, a clinician with knowledge in the EAP and FFDE industries,

- 1) **Conducts an Initial Telephonic FFDE Assessment** with the supervisor and employee,
- 2) **Coordinates and Makes a Referral** to the most appropriate FFDE expert in the Deer Oaks FFDE resource network,
- 3) Ensures **Timely Appointment and Completion** of the FFDE,
- 4) Conducts a **Quality Assurance Review of the FFDE** to ensure its inclusion of all pertinent areas of workplace and individual functioning, and
- 5) Provides a **Plan of Follow-up Case Management** for employees who are determined to be fit to return to duty to ensure no risk factors are present.

### **FFDE Case Management Protocol**

First, the referred employee will be asked to sign a consent form allowing Deer Oaks and the employer and fitness-for-duty evaluator to exchange information. The purpose of the evaluation and limits of confidentiality will be reviewed with the employee. Then, the Deer Oaks FFDE Clinical Case Manager will conduct the Initial FFDE Telephonic Assessment, during which time the Deer Oaks EAP FFDE Clinical Case Manager will gather the following information from the referring workplace supervisor/ human resource contact:

### **Return-to-Work Certificates**

Deer Oaks coordinates closely with primary care physicians, psychiatrists, and other specialty providers when return-to-work certificates are needed. The assigned counselor(s) works to integrate the medical and psychological profiles of the employee/dependent so as to arrive at a contract that is in the employee's and employer's best interests. Deer Oaks is able through extensive coordination with physicians, to ensure that employees receive adequate time off from their job without allowing for situations in which the employee may attempt to manipulate the system and seek more time off from work than is medically necessary. The counselor monitors the employee's response to treatment and subsequently may revise/alter recommended criteria for returning to work, which may include functional improvements on the participant's behalf as well as workplace improvements. These contracts are particularly helpful for situations in which an employee has struggled with substance abuse difficulties and/or is

making a transition back to work from an inpatient hospitalization stay. Other situations that may require close coordination include employees struggling with chronic pain issues and psychological reactions to physical disabilities/medical conditions.

### **Reason for Referral:**

- Is the referral to determine whether the employee presents an increased risk, physical or otherwise, to him/herself or to other employees?  
The evaluation will assist in determining what type of harm that might be incurred by the employee or others. Additionally the evaluation should result in a further consultation to determine what measures the employer might consider
- to reduce the likelihood of harm or other work-related problems. Is the referral to determine if there are psychological limitations that would make it impossible for the employee to perform job duties safely?
- Are there any known medical conditions affecting current workplace performance/attendance and has the employee been evaluated recently by his primary care physician or other medical specialist



### **Mandatory Substance Abuse Services (Includes DOT and SAP)**

Chemical dependency is one of the most disabling conditions facing Americans today. Chemical dependency has taken a tremendous toll on society, imposed an enormous cost on the economy, interfered with the education of youth, and drained the resources offered by the medical community. A significant portion of workplace difficulties can be linked to substance abuse. Deer Oaks prioritizes the treatment of substance abuse problems for these reasons, in recognition of the fact that the impact of substance abuse on concurrent psychiatric conditions can be devastating. Other mental health services can be provided concurrent with or independent of substance abuse treatment, and can address any mental, emotional, or behavioral health concerns of EAP participants.

A significant percentage of the participants treated at Deer Oaks present with concurrent emotional and substance abuse difficulties. Substance abuse issues, if present, take immediate priority in the participant's treatment plan. Education and relapse prevention are critical goals. The treatment begins with an accurate substance abuse assessment including the frequency, duration, type, triggers, and consequences of the substance abuse. This is a very critical stage in the treatment of chemical dependency, as breaking through the participant's minimization and denial about their potential substance abuse

problem can be a very delicate and difficult process. Deer Oaks' EAP counselors are well trained in diagnosing chemical dependency and in building sufficient rapport with participants in order to ensure that the most valid report is obtained.

Treatment interventions are then individually tailored to meet the participant's particular needs. Deer Oaks as the EAP (and/or the Department of Transportation Substance Abuse Professional, see below for an explanation) can coordinate referrals to treatment programs and randomized drug and alcohol testing. Treatment program referrals include individual, family, couples, and group counseling modalities, partial and full inpatient programs, and concurrent participation in adjunct supportive therapies (e.g., AA or NA). Deer Oaks offers these participants intensive education about the disease process of addiction and the stages of relapse and recovery. Interventions are supportive and confrontive in nature in order to help the participant remain confident and honest in their abstinence. Specific tools for coping and alternative options are offered for participants to utilize when they face the dangers of a possible relapse.

The following summary addresses issues related to chemical dependency issues, including Department of Transportation (DOT) and Substance Abuse Professional (SAP) services.

Deer Oaks follows the standards for SAP services as stipulated by the Department of Transportation. Specifically, the SAP assessment, referral, and case management services included in this proposal include the following:

- |   |
|---|
| <ul style="list-style-type: none"><li>○ Face-to-Face Initial Substance Abuse Evaluation (following employer referral to SAP secondary to substance abuse violation) including standard psychosocial history, in depth substance abuse history, and current mental status examination;</li></ul> |
| <ul style="list-style-type: none"><li>○ Deer Oaks recommends to employer and employee the level of assistance (e.g. education vs. treatment program) and sends written report to employer of the results and recommendations from the Initial Substance Abuse Evaluation;</li></ul>             |
| <ul style="list-style-type: none"><li>○ Deer Oaks refers employee to the appropriate education or treatment and coordinates with the education/treatment program to assess employee's degree of participation;</li></ul>  |
| <ul style="list-style-type: none"><li>○ Deer Oaks as the SAP completes the Follow-Up Evaluation assessing the degree to which the employee has met the requirements of the initial evaluation treatment plan to determine if the employee is able to return to work;</li></ul>                  |
| <ul style="list-style-type: none"><li>○ Deer Oaks sends written report to the employer of the results and recommendations of the Follow-Up Evaluation;</li></ul>  |
| <ul style="list-style-type: none"><li>○ Deer Oaks as case manager will then have follow-up visits with the employee, assessing ongoing degree of compliance with Follow-Up testing plan and recommendations for aftercare or ongoing substance abuse continuing care;</li></ul>                 |

- o Case management report sent to employer on quarterly basis informing of employee's progress and compliance.

Deer Oaks counselors are well versed in assessing and treating substance abuse problems, which can take an extreme toll on both the individual and the employer if left unaddressed. Deer Oaks provides drug and alcohol counseling and evaluation to EAP participants. **Deer Oaks will provide up to two (2) DOT Reasonable Suspicions Training courses and two (2) DOT Drug and Alcohol training courses for employees and supervisors.**

Deer Oaks EAP Services is able to offer the SAP Services that meet the requirements of the DOT 49 CFR Part 40 guidelines for substance abuse violations for employees in safety sensitive positions. As the employer tests commercial drivers for drugs and/or alcohol, employees who test positive are referred to the EAP on a mandatory basis. In support of this program, Deer Oaks shall:

- Conduct an initial assessment of the employee referred,
- Determine the appropriate treatment,
- Explain the treatment options to the employee,
- Monitor the employee's compliance with the treatment,
- Evaluate and determine if an employee can return to work,
- Provide a follow-up testing schedule for that employee, and
- Follow all DOT regulations and guidelines.

Deer Oaks remains apprised of the DOT regulations and guidelines for Drug and Alcohol Abuse and incorporates these standards into assessments and coordination efforts.

The Drug Enforcement and Program Compliance Office within the Department of Transportation has detailed specific requirements for workplace drug testing programs (Part 40). The DOT agency drug testing programs require that employers randomly test employees in safety sensitive positions for marijuana, cocaine, opiates, amphetamines, and phencyclidine. For alcohol testing, the breath alcohol test is typically used.

Part 655 of the DOT/FTA Drug and Alcohol Guidelines stipulates the terms of the process of deterring and detecting the use of prohibited drugs by covered employees. The employer will be able to meet these guidelines through the Deer Oaks EAP. Deer Oaks can work closely with the employer to help implement policies and assist with the education of employees about the program.

There are various levels at which an employee may be tested:

- Pre-Employment Testing,
- Reasonable Suspicion Testing,
- Post-Accident Testing,
- Random Testing,
- Return to Duty Testing for Safety Sensitive Functions, and

- Follow-up Testing.

Prior to return to duty to safety sensitive positions, the employee must be evaluated by a SAP to determine whether the covered employee has properly followed the recommendation for action by the substance abuse professional, including participation in any rehabilitation program. Deer Oaks shall provide the initial evaluation of substance abuse and treatment recommendations as well as coordination with the employer's rehabilitation program and follow-up evaluations to ensure compliance with the program and return to duty recommendations and recommendations for the frequency and duration of follow-up drug testing. A minimum of six follow-up drug tests with verified negative results during the first 12 months is required after returning to duty. Follow-up drug testing must end by 60 months following return to duty.

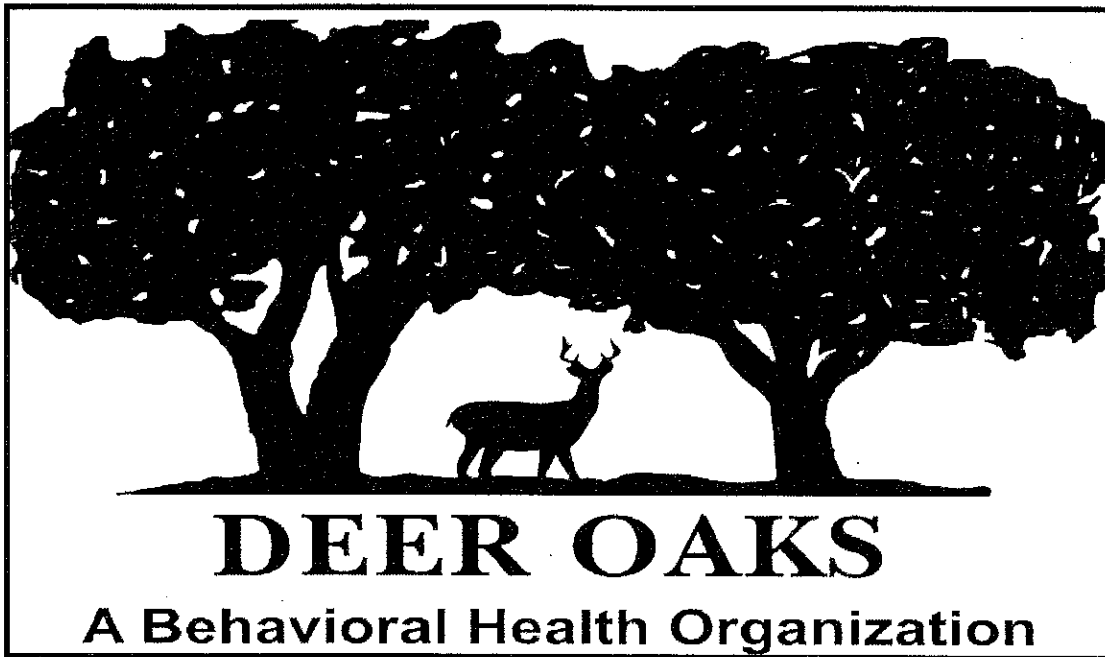
Deer Oaks maintains all records in compliance with DOT standards and in accordance with the Licensing Act for Psychologists. Deer Oaks will provide summary utilization reports of the number of participants who have substance abuse problems as well as their drug testing history and substance abuse treatment recommendations. Deer Oaks can assist the employer in preparation of its reporting requirements to DOT each year.

The DOT guidelines also identify the specific role for the substance abuse professional to provide a comprehensive face-to-face assessment and clinical evaluation to determine if the employee needs assistance resolving problems associated with alcohol misuse or prohibited drug use. SAP duties for evaluation, referral, follow-up evaluation, and follow-up testing are delineated. Deer Oaks possesses the skills to perform these SAP duties at a thorough level of assessment, ruling out other psychiatric and psychological conditions that may cloud the diagnostic picture. Mandatory referrals and return-to-work certificates are inherent in providing chemical dependency case management.

### **Taking the High Road on Highways Program**

While not endorsing the behavior of overindulging in substances, Deer Oaks remains concerned about the safety of its EAP participants and others; therefore, Deer Oaks has opted to offer the "Taking the High Road on Highways" feature. In the event that a participant is impaired by alcohol or another substance (including drowsiness from prescription or over-the-counter medications), Deer Oaks will coordinate a free ride home from a counseling session, worksite, private party, restaurant, or bar. This program enables a participant to call a cab and be reimbursed by the provider for the cab fee. This process is simple, and like all other EAP services, confidential.

## Section IV



## SECTION IV: IMPLEMENTATION

### 1) What informational material will you provide employees and supervisors on your program services? (Submit examples)

Therefore, immediately (within five working days) upon award of the contract, members of the Deer Oaks EAP Implementation and Customer Service Team that have already been assembled to serve the County will be available to schedule an Initial Implementation Meeting with administrator(s) of the EAP and other interested parties. These members typically include the Regional Clinical EAP Services Manager and the EAP Operations Manager. Topics included in an Initial Implementation Meeting typically include a number of issues, including the choice of transition plan. Other issues often discussed at this initial meeting include:

- Planning for distribution of promotional materials regarding the EAP (brochures, wallet cards, posters, any other desired items);
- Review of scope of Deer Oaks EAP service as outlined in the proposal;
- Discussion of strengths and limitations of prior EAP provider, to allow Deer Oaks to customize the EAP program to meet the needs of the employer group;
- Discussion of scheduling deadlines (e.g., open enrollment, utilization review/management reports, newsletters, payroll stuffers, e-mail promotional material);
- The assurance to be fully operational within the time frame specified by The District after the award of a purchase order;
- Assistance to The District in formulating recommended policies and procedures concerning EAP services consistent with the County current policies,
- Review and acceptance of the District policies and procedures as provided to Deer Oaks at the meeting; and
- Other topics of concern to the EAP administrator(s).

#### Promotional Materials

Deer Oaks will provide County-customized employee communication materials announcing the availability and nature of services to include:

- a) 1750 ½" x 2" wallet cards (with 24-hour telephone number and services provided to the employee)
- b) 1750 brochures containing information about Deer Oaks EAP services and contact information
- c) Approximately 20 two-color informational display posters
- d) Orientation Videos and supervisory training sessions available on CD-ROMs

In addition, Deer Oaks can provide payroll stuffers to be distributed in conjunction with employee payroll checks. Information contained in the mailing will include information on how to access services and when to utilize services, as well as information on individual, group, family and couples counseling, substance abuse and emotional

disorders. Additionally, Deer Oaks provides supplemental information to ensure each employee is aware of EAP services:

### **Electronic Newsletters**

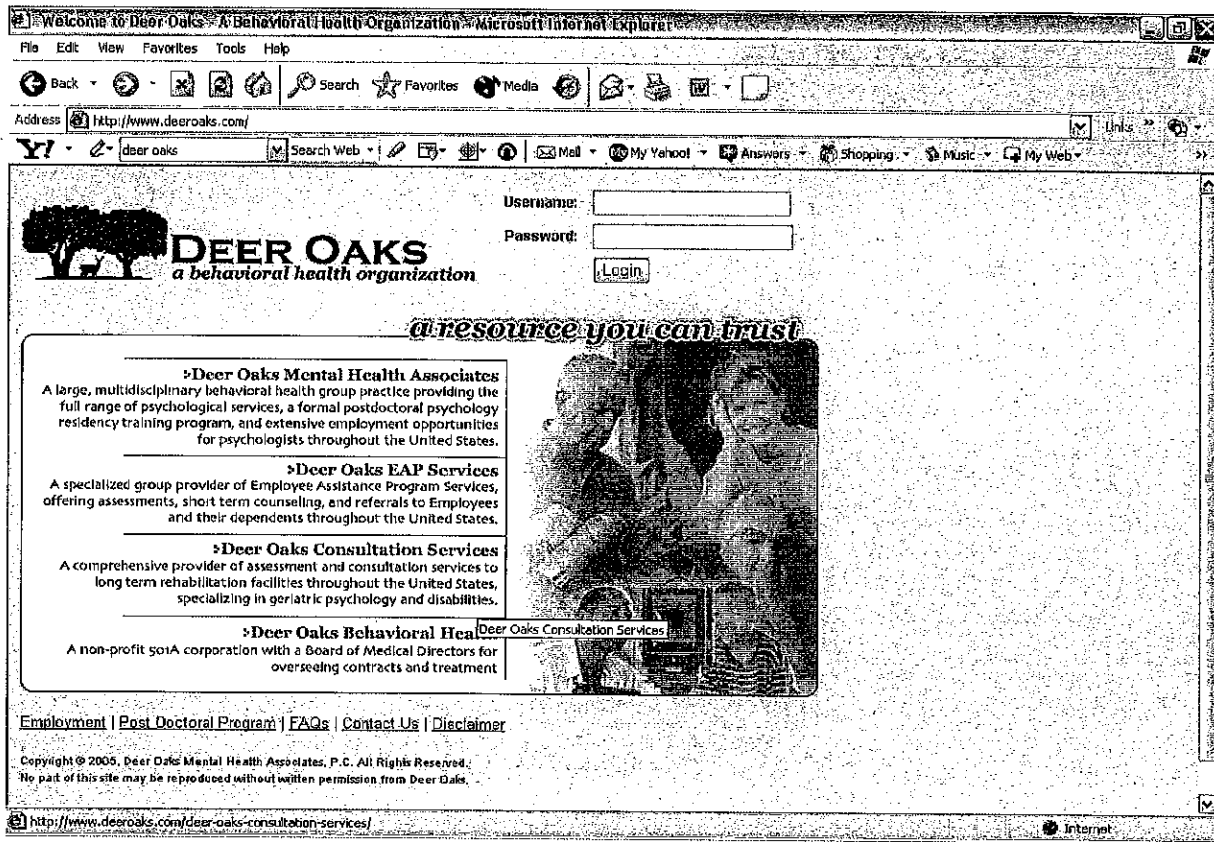
Electronic newsletters and articles are provided on a monthly and quarterly basis (monthly: mind-body connection, legal, supervisor and parenting newsletters; quarterly: financial and human resources) for distribution to employees as the employer representative sees fit. Each of these electronic educational articles supplies telephone numbers and the Deer Oaks web address, serving as not only an informative, educational tool with pertinent and timely information, but also as a reminder of the EAP benefit.

### **Website**

In addition to the promotional materials supplied, employees of the County have 24-hour access to the Deer Oaks website which allows utilization of on-line EAP services. **Using the website, employees can schedule an appointment, receive information regarding Deer Oaks EAP services and answer self-assessment questionnaires.**

The Deer Oaks interactive web-based EAP service can assist in promotion and training, allowing EAP participants to train at their leisure, 24-hours a day, seven days a week, on how to recognize and address a variety of self-help and work-life issues. The web-based EAP service includes a number of useful features listed below.

- ◆ **Information about Deer Oaks** – Online access to information about the Deer Oaks EAP, including phone numbers, contacts, links to Deer Oaks resources and a comprehensive program description.
- ◆ **Online Support Chats** – Live, scheduled, topical chat support groups monitored by doctoral-level counselors and password protected for security.
  - ◆ **Message Boards** – Message boards offer the employee an outlet for asking questions and receiving answers, as well as information on health and skill building issues.
  - ◆ **Questionnaires** – Self-assessment questionnaires designed to give the user an objective appraisal of their problem's scope and severity, an opportunity for self-exploration and links to available information and resources.
  - ◆ **Online Library** – A virtual library filled with topical information providing the user with quick facts, helpful hints, answers to frequently asked questions and resources for assistance.
  - ◆ **Online Magazine** – Useful information at your fingertips containing feature articles, book and pharmaceutical reviews, a series of articles on the topic of the month and personal tips.



\*Examples of promotional material located in Section VIII- Additional Information.

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

**Supervisor Training**

Deer Oaks includes onsite and online Supervisor Training Seminars that assist supervisors in challenges such as recognizing and dealing with problematic employee behaviors, managing employee burnout, recognizing depression, or knowing when to make a mandatory referral. Topics can be individually tailored as needed.

**Supervisor Training Seminar Topics:**

<ul style="list-style-type: none"> <li>▪ <b>Assessing Leadership Skills</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>How to Increase Employee Productivity and Efficiency</b></li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Powerful Leadership Techniques</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>How to Reduce Employee Conflict with Coworkers and/or Supervisors</b></li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>Creativity</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>How to Handle a Traumatic</b></li> </ul>

	<b>Event in the Workplace</b>
▪ <b>Problem Solving</b>	▪ <b>Helping Employees Work Through Resistance to Change</b>
▪ <b>Meeting Functions</b>	▪ <b>Leadership Skills</b>
▪ <b>The Art of Listening</b>	▪ <b>The Historical, Legal, and Psychological Aspects of Drug Testing</b>
▪ <b>The Importance of Feedback</b>	▪ <b>Hiring the Best Workers</b>
▪ <b>Screening Candidates for Jobs</b>	▪ <b>Planning</b>
▪ <b>Interviewing Skills</b>	▪ <b>Performance Appraisals</b>
▪ <b>Job Offers</b>	▪ <b>Motivation</b>
▪ <b>Project Planning</b>	▪ <b>Team Building</b>
▪ <b>Time Management for Supervisors and Managers</b>	▪ <b>How to Recognize Anxiety</b>
▪ <b>Information Management</b>	▪ <b>Assisting Employees with Tobacco Cessation</b>
▪ <b>Setting Performance Goals</b>	▪ <b>Effective Communication</b>
▪ <b>Documenting Performance</b>	▪ <b>Effective Leadership</b>
▪ <b>Cultivating Initiative</b>	▪ <b>Supervisory Referral to the EAP: How To's and Pitfalls</b>
▪ <b>Building Enthusiasm</b>	▪ <b>How to Run a Great Meeting</b>
▪ <b>The Team Concept</b>	▪ <b>Motivating Employees</b>
▪ <b>Coaching Skills</b>	▪ <b>Handling Employee Personal Problems</b>
▪ <b>Evaluating Team Performance</b>	▪ <b>Managing Office Stress</b>
▪ <b>Common Disciplinary Problems and Solutions</b>	▪ <b>Employee Discipline: Bad guy vs. incompetent</b>
▪ <b>Disciplinary Basics</b>	▪ <b>Sexual Harassment: Is It or Isn't It?</b>
▪ <b>How to Manage Problematic Employee Behaviors</b>	▪ <b>We Need to Talk: Coaching Employees</b>
▪ <b>Absenteeism and Turnover – How to Manage Employee Burnout</b>	▪ <b>Are You a Manager or a Leader?</b>
▪ <b>How to Recognize Depression</b>	▪ <b>Curbing Employee Absenteeism</b>
▪ <b>When to Make a Mandatory Referral</b>	▪ <b>Essential Skills of Leadership</b>
▪ <b>Constructive Human Resources Policies to Support Positive Employee Morale</b>	▪ <b>Essential Skills of Communicating</b>
▪ <b>Helping Employees Achieve Healthy Lifestyle Behaviors at the Workplace</b>	▪ <b>Coaching Job Skills</b>
▪ <b>Using Positive Discipline</b>	▪ <b>Delegating Effectively</b>

■ **Developing Performance Standards**

■ **Dealing with Complaints/Conflicts**

**DEER OAKS EAP SERVICES**  
**SUPERVISOR/HR SUPPLEMENT**  
 Helpful resources from your Employee Assistance Program

July 2006


**How to Handle a Traumatic Event In the Workplace**

**DEER OAKS**  
 A Subcontract Health Corporation

Many of us are ill-prepared to handle the traumatic events such as suicides, assaults, threats, natural disasters, etc. And yet these events can and do occur in our workplaces. They are events for which preparation helps. Deer Oaks, your EAP provider, can help you prepare and deal quickly and effectively when and if something does occur.

*Things you should think about:*

- How do you help your employees recover from this event, so their personal well being and professional effectiveness will not suffer long term effects as a result of trauma?
- How do you get your staff moving again after employees have suffered from injury, bereavement, or emotional trauma?



*Each situation presents its own set of challenges, and there are no easy answers. However, there are some general guidelines to help you in most situations:*

- Stay firmly in charge. Let all employees know that you are concerned and doing all you can to help them.
- Ask for support from higher management. Relief from deadlines, and practical help such as a temporary employee to lighten your burden of administrative work can make it easier for you to focus on helping your employees and your organization return to normal functioning.
- Don't "keep a stiff upper lip" or advise anybody else to do so. Let people know, in whatever way is natural for you, that you are feeling fear, grief, shock, anger, or whatever your natural reaction to the situation may be.
- Share information with your employees as soon as you have it available. Don't be afraid to say, "I don't know."
- Ask for support from your Employee Assistance Program (EAP). Deer Oaks is available to offer professional counseling to those who wish it, and to provide debriefings to groups affected by trauma. Encourage your employees to take advantage of the EAP as a way of preserving health.
- Build on your work group's prior planning. If you have talked together about how you, as a group, would handle a hypothetical crisis, it will help prepare all employees, mentally and practically, to deal with a real one.
- Be aware of the healing value of work. Getting back to the daily routine can be a comforting experience, and most people can work productively while still dealing with grief and trauma.

Source: <http://www.usda.gov/dn/sland/ckvclvcl.htm>

It is always difficult to deal with a critical incident. Deer Oaks, your Employee Assistance Program, is here to help you determine how best to handle your particular situation. If you have an employee related question, are interested in scheduling a seminar or need help coping with a traumatic event, please call 1-866-327-2400.

Remember, help is always just a phone call away.

**Supervisor Supplement**

Deer Oaks offers a quarterly newsletter specifically designed to meet the needs of supervisors and managers. The newsletter is available in web-based and electronic formats and includes helpful tools, tips, and resources for becoming a more effective manager and leader.

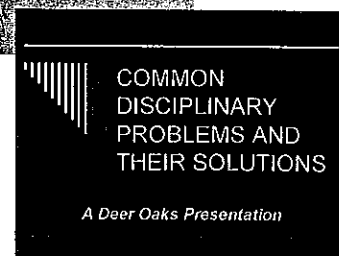
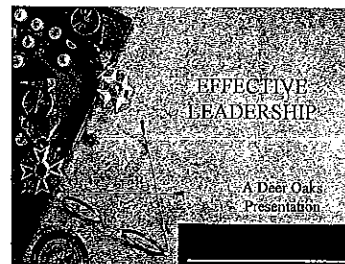
Many managers and supervisors are stressed and are facing changes in their responsibilities and workplace roles. The EAP seeks to provide education and support so that managers can then be a source of support for the employees turning to them day after day.

**Web-Based Training**

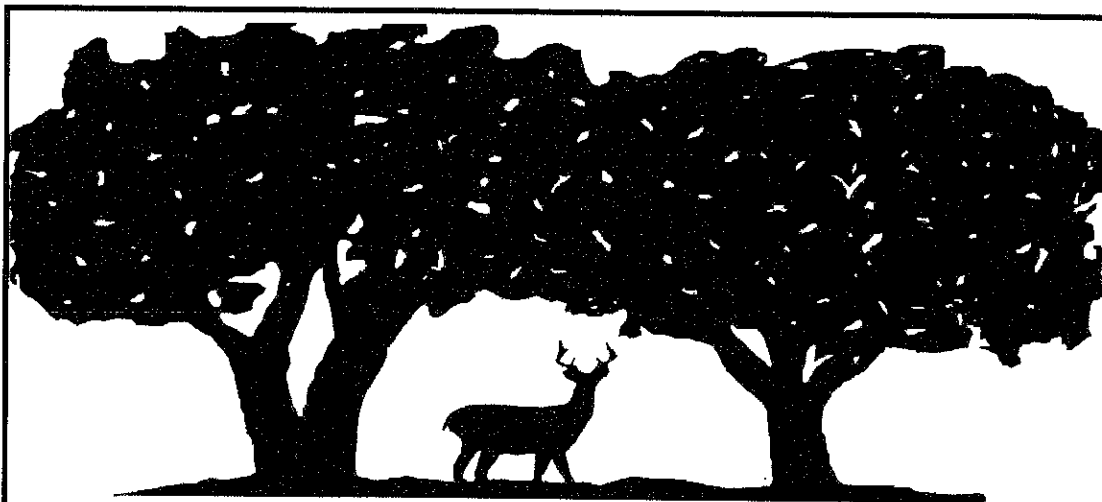
Deer Oaks also offers a number of different supervisor training seminars that are downloadable from the Deer Oaks website. These seminars have been developed by a doctoral level clinician. Supervisors have unlimited access to these seminars and can significantly improve their supervisory and managerial skills through this training.

Topics include:

- Absenteeism and Turnover - How to Manage Employee Burnout
- Are You a Manager or a Leader?
- Assessing Leadership Skills
- Common Disciplinary Problems and Solutions
- Effective Leadership



# Section V



## DEER OAKS

A Behavioral Health Organization

## SECTION V: QUALITY

1) What methods do you use to assure participant satisfaction and adjudicate complaints? Describe method of program evaluation; what method do you use to allow individuals using counseling services and supervisors making referrals to evaluate anonymously the services received.

### Client Satisfaction



One of the most important measures of clinical care is the participant's degree of satisfaction with the effects of the treatment and treatment methodology. Deer Oaks places a great deal of emphasis on customer service/participant satisfaction, and therefore works to improve upon operating systems that have an impact on a participant's experience. Deer Oaks welcomes participants' reactions and feedback regarding a variety of satisfaction issues, including the location and convenience of offices, the efficiency and attitudes of the staff, and the effectiveness of the counseling provided.

Deer Oaks has developed a *Client Satisfaction Questionnaire* specifically for the purpose of evaluating and improving upon the subjective quality of the participant's service experience. The questionnaire is administered on a regular basis, and collected by the administrative staff so as to reduce any positive bias, which would be imposed by the participant's counselor administering and/or collecting the measure. Deer Oaks has been proud to receive consistently high marks with regard to participant satisfaction with EAP services across all office locations. For example, in one recent survey, 98% of Deer Oaks participants said that they would utilize the benefit again or refer a friend. Ninety-five percent were "very satisfied" with their counseling.

Deer Oaks has actively utilized the feedback and results from the Client Satisfaction Questionnaire to adopt improvements and implement changes. Complaints and suggestions from participants are rare, but when encountered are taken very seriously rather than being attributed to misunderstanding or psychopathology. For example, it became apparent through the feedback of one participant that there would potentially be some benefit to enhancing participant awareness of the emergency on-call procedures. While the on-call procedures had been previously explained verbally to this participant (as with all participants) during the intake interview, Deer Oaks subsequently revised the intake procedure and enhanced the existing Informed Consent Form to clearly explain these procedures in writing. Additionally, the Quality Assurance Committee then elaborated upon the Emergency On-Call Policies and Procedures in writing to highlight the importance of each counselor ensuring that participants have a sound understanding of the availability of urgent-care services.

## Complaints

Deer Oaks is committed to providing the highest quality of services possible. As part of this mission, any complaint is considered very seriously. While fortunate to have received only a few informal complaints to date, Deer Oaks remains committed to recognizing any errors made and/or ways to improve upon services. The Deer Oaks Regional Clinical Teams meets weekly, and proactively develop policies and systems to ensure the provision of quality services in each clinic. Deer Oaks welcomes feedback from participants, referral sources, other treating providers and facilities, and staff. Consideration of these multiple sources of feedback ensures that a comprehensive approach is taken toward handling any complaint or grievance.

Anyone filing a complaint with Deer Oaks shall be treated with dignity and respect. Participants wishing to file a complaint are encouraged to file any complaint regarding their counselor with that counselor first. Anyone wishing to file a complaint regarding other aspects of services is encouraged to file the complaint informally first, establishing verbal contact with the person who is the object of the complaint. If the complainant feels that resolution has not been arrived at through this informal process, s/he is encouraged to file a written, formal complaint with the EAP Clinical Account Manager, and is given the relevant contact information. Deer Oaks has never had a complaint that was not resolved to the satisfaction of the individual by an EAP Clinical Account Manager. However, should the complaint not be successfully resolved at this level, the participant and the EAP Clinical Account Manager contact the EAP Services Manager, who can be reached toll-free at 1-866-EAP-2400 Any individual filing a complaint will be encouraged to offer a proposed resolution to their grievance. The EAP Clinical Account Manager and/or the EAP Services Manager shall document the complaint, including a complete description of the complaint made and the actions taken for resolution. The chairperson of the Quality Assurance Committee maintains a copy of all grievance documentation filed in the Master Quality Management Notebook. In order to arrive at the most effective and flexible resolution that is within the participant's best therapeutic interests, the EAP Clinical Account Manager coordinates efforts to resolve all complaints with the appropriate personnel (e.g., EAP Services Manager, counselor, if complaint involves counseling; Administrator, if complaint involves an administrative staff member).

All verbal and written complaints are presented to the EAP Services Manager, the Chairperson of the Quality Assurance Committee, and ultimately, to the Operations Management Committee. All complaints/grievances are handled within 24 hours of their receipt (or 72 hours on weekends). Participant's rights are posted in all office locations. If the person filing the complaint has already tried the informal/verbal and the formal/written approaches and still feels s/he has a considerable complaint to file, s/he may file a complaint directly with any relevant licensing board (e.g., the Texas State Board of Examiners of Psychologists, etc.).

Employers and supervisors file their complaints/grievances in the same manner as noted above. The EAP Services Manager shall notify the employer or employer's designated staff of any formal complaints, and detail how each was resolved, within the bounds of

confidentiality.

### **RESULTS Program**

Deer Oaks has always believed in the philosophy of making the employee's work life more enjoyable creates a win-win situation for both the employer and the employee. The employer may reap the rewards of higher employee morale, as well as a more general sense of well being from the employee, while the employee may benefit from not only knowing a free, confidential assistance program is at their fingertips, but also that their employer cares about their overall health and happiness.

Deer Oaks EAP Services can be an effective tool in providing employees an enjoyable and safe workplace, which in turn, can increase work productivity. However, in order to receive the maximum benefit, the employer must utilize all aspects of the EAP. The success of the EAP in relation to concerns such as job satisfaction, absenteeism, substance abuse problems, employee turnover and other issues depends greatly on the relationship between Deer Oaks EAP Services and the employer group.

This is why Deer Oaks has developed the RESULTS program. Our goal is to provide the County with positive EAP RESULTS by collaborating with human resources and other key management. By working with human resources and department managers, Deer Oaks continually addresses how the EAP can positively affect employees and their dependents, and in return reflect positively on the workplace through increased productivity, and decreased burn out and absenteeism.

Deer Oaks has piloted this new program in conjunction with Edwards Risk Management for an Arizona public employer group consisting of more than 26,000 employee and dependent lives. This collaboration combines the expertise of workplace safety programs, drug free workplace education and effective counseling and training in a unique way that should provide critical feedback to the employer group. The program involves partnering with the HR department to begin to measure and track the impact that the EAP is having on workplace statistics, including:

- ✓ Job Satisfaction
- ✓ Absenteeism & Reasons for Absenteeism
- ✓ Tardiness & Reasons for Tardiness
- ✓ Alcohol & Drug Related Problems & Violations
- ✓ Employee Turnover Rates & Reason for Turnover
- ✓ Workplace Accidents
- ✓ Medical Claims related to Behavioral Health & Substance Abuse Problems
- ✓ Management/Supervisory Effectiveness

With the assistance of Montgomery County's HR department, Deer Oaks will gather baseline data in these categories, annually looking at trends in these areas to ensure the EAP is assisting in reducing workplace issues. In this fashion, Deer Oaks hopes to capture specific, objective, measurable R-E-S-U-L-T-S through the following objectives:

**R – Reduce** any excessive absenteeism, turnover, tardiness – measure pre-EAP and post-EAP and calculate employer group rates and ways EAP can help to reach a level satisfactory to employer group.

**E- Evaluate** reasons for workplace behavior problems and offer specific EAP interventions to correct.

**S - Safety** assessment, education, and follow-up compliance programs offered to reduce workplace accidents and thereby reduce worker's compensation claims. Track accidents and claims data in conjunction with employer group.

**U –Utilization** of medical plan behavioral health and substance abuse services – Analyze available data provided by the SSFCU's to determine appropriate levels of utilization. Handle as many issues as possible through the EAP benefit. Make appropriate referrals to health plan to ensure efficient use of medical/behavioral health benefit.

**L– Look** at management effectiveness and design programs to meet needs of managers

**T – Track** DOT SAP violations and design educational and counseling interventions to reduce or maintain at levels satisfactory to employer group.

**S - Satisfaction** and productivity of employees and supervisors with employer group and management should be positive and within satisfactory levels for employer group. Track over time through surveys and report data to employer group.

In addition to Utilization Review reports, Follow-Up and Case Management, Quality Assurance Programs, Participant Satisfaction Surveys, Treatment Outcome Surveys, Employer Group Satisfaction Surveys, and Training Satisfaction Surveys, Deer Oaks will assist Montgomery County in designing an effective RESULTS program objectifying the impact of EAP utilization and overall workplace outcomes.



**2) Describe applicable grievance procedures in place to ensure quality control of your program.**

### **GRIEVANCES**

Deer Oaks has in place a formal operational grievance procedure that is distributed to all participants at the beginning of treatment.

Anyone filing a complaint with Deer Oaks shall be treated with dignity and respect. Participants wishing to file a complaint have access to successive layers of customer service resolution personnel, as follows:

Counselor,  
Regional EAP Clinical Account Manager,  
Statewide EAP Services Manager,  
Chairperson, Quality Assurance Committee, and  
Executive Director.

All complaints/grievances are handled within 24 hours of their receipt (or 72 hours on weekends). The Statewide EAP Services Manager shall notify the employer or employer's designated staff of any formal complaints, and detail how each was resolved, within the bounds of confidentiality.

When an EAP client arrives at Deer Oaks, s/he is informed in writing of the following Formal Operational Grievance Procedure. All complaints about received services can be addressed to the treating counselor at any time. The treating counselor will make every effort to resolve the complaint to the participant's full satisfaction. If the counselor has a direct supervisor on site, the client is also informed that s/he may report complaints to that supervisor, and is informed in writing of the name and telephone number for that supervisor. The client is also informed in writing that s/he may at any time report complaints directly to the trained counselor/customer satisfaction representative at the Deer Oaks toll free number.

In the event that the participant discusses his/her concerns with, and is not satisfied by, the treating counselor, they are referred to the Regional EAP Clinical Account Manager, who then engages in problem-solving with the participant and the treating counselor until the complaint has been resolved. **Deer Oaks has seldom had participants whose complaints were not resolved by the treating counselor, and has never had an EAP participant who was not satisfied after speaking with the Regional EAP Clinical Account Manager.**

In the event that the participant's complaint remains salient after discussion with the Regional EAP Clinical Account Manager, the Statewide EAP Services Manager is informed and becomes involved to resolve the complaint. Should the Statewide EAP Services Manager be unable to resolve the complaint to the satisfaction of the complainant, the grievance is then referred to the chairperson of the Quality Assurance Committee for resolution by the upper echelon of the Deer Oaks management team.

Participants are additionally encouraged, in this written format, to call, follow a link off the web page to send an email, or even fill out a Customer Satisfaction Survey on the web page to submit complaints at any time.

After an initial complaint is made, Deer Oaks will notify the County in writing of the issue within 24 hours of the complainant's receipt. Within two business days, Deer Oaks

will rectify a participant or employer complaint. After the situation is rectified and a solution is reached, Deer Oaks will notify the District within 24 hours of resolution.

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

**Quality Control**

Deer Oaks places a great deal of emphasis on self-evaluation and quality control. Ongoing case management, follow-up, and evaluation of satisfaction and outcome data offer the cornerstones of the Deer Oaks Quality Assurance Program. Deer Oaks regularly administers a number of different evaluation tools including:

- Participant Satisfaction Surveys
- Employer Satisfaction Surveys
- Training Satisfaction Surveys
- Treatment Outcome Surveys
- Mandatory Referral Case Management Reports
- DOT SAP Evaluations & Return-to-Work Reports

The scope of the Deer Oaks Quality Improvement Plan (QIP) encompasses all aspects of a participant's care, from accessibility and availability, to efficacy of interventions, to coordination with other systems and health care providers. Deer Oaks closely monitors the quality of all services, including preventative/educational services (e.g., employee wellness seminars), primary interventions (e.g., individual, couples, family, and group counseling), and ancillary services (e.g., financial and legal counseling, coordination with school teachers/counselors, social service agencies, psychiatrists, primary care physicians).

Deer Oaks relies upon case management to: (a) ensure that only the highest quality of care is provided, (b) provide an internal system of monitoring participants' utilization of their EAP benefit, (c) address any risk management issues, and (d) provide intensive training opportunities for all clinicians. Case management at Deer Oaks operates through multiple formats, including weekly individual and group supervision, comprehensive quarterly medical records reviews, the immediate availability of licensed psychologists on an as-needed basis, and internal systems that facilitate effective case management.

Other case management systems include telephone clinical triage with a trained counselor, which helps the counselor to arrive at early identification of presenting problems. As Deer Oaks takes the time to collect this information up front, the counselor is able to begin formulating a treatment plan even before the participant arrives at the office. Furthermore, thorough diagnostic assessments and follow-up allows Deer Oaks to integrate efforts with other health care, school, and/or relevant community professionals involved with the EAP participant (e.g., psychiatrists, PCPs, etc.) - thereby providing a more comprehensive and effective case management team.

Deer Oaks counselors interface with supervisors as needed to discuss return-to-work contracts, Department of Transportation substance abuse guidelines, and other mandatory referral issues (subject to guidelines for confidentiality). This allows Deer Oaks to discuss issues pertinent to the employee's treatment progress at Deer Oaks, as well as their degree of compliance with substance abuse programs. Treatment is not isolated to the therapeutic process, but rather is considered part of the systemic and overarching interventions under the umbrella of the EAP contract. This is an informal process implemented through the availability of, and communication with, EAP Clinical Account Managers.

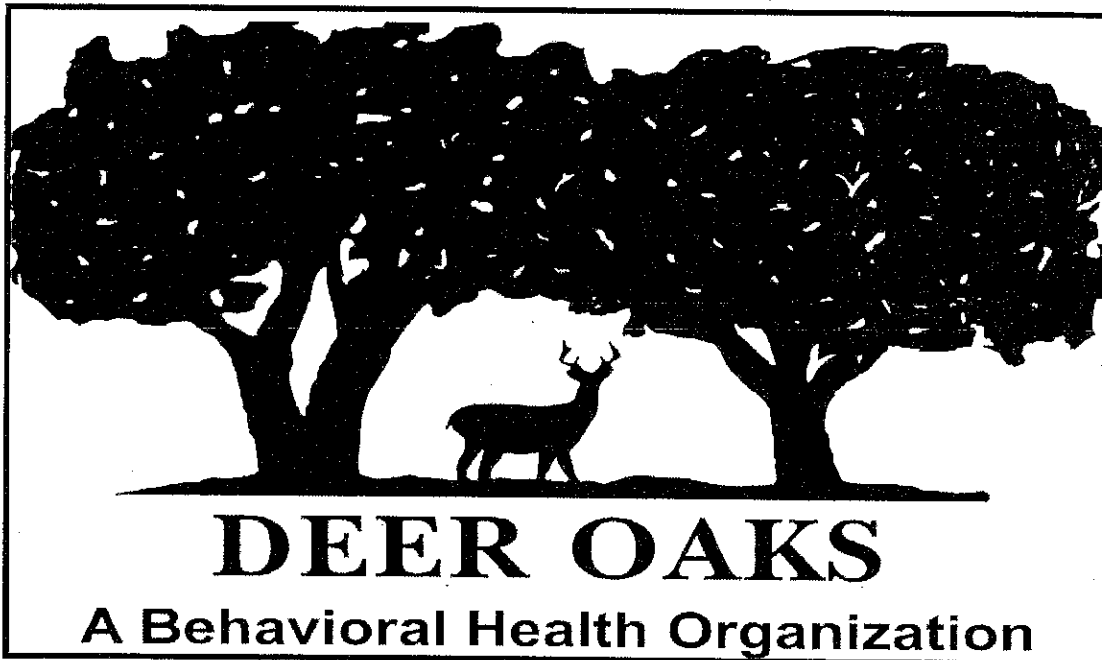
Deer Oaks places the utmost importance on treatment efficacy. Deer Oaks believes that it is an ethical and professional obligation to ensure that each participant receives the most effective interventions possible for his/her presenting problems. Deer Oaks utilizes treatment approaches that consider each participant's strengths and weaknesses, presenting problems, needs, and expectations for treatment.

**4) How do you ensure the quality of services at our centers and any affiliate/contract offices?**

**5) Provide details regarding any pending litigation, or recent (1993 to current) decisions and settlements against your organization or employees. (Include information on both criminal and civil suits.)**

Deer Oaks EAP Services has never undergone any name changes, consolidations or mergers, nor has been involved in any litigation.

# Section VI



# SECTION VI: PROVIDER NETWORK

## 1) Describe your process for screening providers.

### CREDENTIALING/RE-CREDENTIALING STANDARDS AND PROCEDURES:

Deer Oaks believes that credentialing is a critical aspect of ensuring the highest quality of services. Whereas Deer Oaks does not formally verify the original source of each clinician's degrees, transcripts, and licensure, the credentialing process does require all clinical providers to submit to the Executive Director prior to, or upon hire, and at every renewal date thereafter, a number of pieces of relevant documentation. These are kept in a credentialing file for each clinician. Any clinician that does not abide by these credentialing procedures is placed on probation, with the possibility of termination. The required documentation is detailed below.

- Copy of graduate (Doctorate or Master's) degree.
- An up-to-date copy of their certificate of professional liability insurance. Deer Oaks provides a professional liability insurance coverage (\$1,000,000/\$3,000,000) for each individual clinician as well as a group policy. Therefore there is an automatic renewal for current clinicians each year.
- A copy of license and license renewals (if applicable).
- A copy of clinical internship certificate (if applicable).
- A copy of current listing with the National Register as a Health Services Provider (if applicable).
- An up-to-date copy of curriculum vita, including all pre- and post-graduate clinical experience.
- Current listing of continuing education experiences and pursuits.
- A listing of any past grievances/complaints made regarding their services
- A listing of complete references (checked prior to hire).
- A listing of current managed care affiliations.
- A listing of current hospitals at which the provider is privileged.

### CONTINUING EDUCATION FOR STAFF CLINICIANS AND NETWORK PROVIDERS:

All clinical staff members are required to maintain current continuing education requirements as specified by the relevant state licensing boards (e.g., Texas State Board of Examiners of Psychologists). Deer Oaks places the utmost importance on continuing education, and as a result offers multiple opportunities for all clinicians to enhance their clinical diagnostic and treatment knowledge base. Deer Oaks provides paid time off and occasional additional financial support for clinicians to attend relevant, work-related seminars. Deer Oaks sponsors a weekly two-hour in-service on clinically relevant topics every week, which all staff clinicians are required to attend, and network providers are invited to attend.

Each quarter, all providers are invited to attend training with the Regional EAP Clinical Account Manager. Past meetings have focused on, for example, training in Department of Transportation (DOT) requirements for employees in safety-sensitive positions, training in the provision of Substance Abuse Professional (SAP) services, evaluating risk of danger to self or others, provision of services to children and adolescents, and stress management training. Providers receive Continuing Education Units for their attendance. In addition, Deer Oaks provides a provider education newsletter on a quarterly basis, booklets with helpful resources and referrals, continuing communication regarding EAP contract requirements.

Deer Oaks EAP counselors always have the availability of an on-call psychologist for questions regarding assessment, neuropsychological conditions, medication issues, and medical referral questions. Deer Oaks EAP counselors additionally participate in medical record/case review on a monthly basis, peer supervision and case conferences, and quality assurance checks. A yearly two-day conference is also available for more intensive EAP training issues. One past conference, for example, trained attending counselors in Critical Incident Stress Management and Critical Incident Stress Debriefing. Deer Oaks has a strong commitment to quality counselor training.

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

Deer Oaks has counseling services available to participants of Montgomery County 24/7, seven days a week, 365 days a year.

**3) Average (and maximum) length of waiting time to get an appointment.**

Depending on the problem, a participant can be seen within three hours for urgent requests and within 24-72 hours for normal counseling session visits.

**4) Are your counselors specialized in certain areas other than general counseling?**

Deer Oaks' counselors go through an extensive credentialing process before they are accepted into the network. Each counselor needs to have, at a minimum, a master's degree in a counseling related field, certification by state (if required), and at least five years experience in the delivery of EAP services. We actively recruit Certified Employee Assistance Professionals (CEAPs) and Substance Abuse Professionals (SAPs), and many of our counselors have PhD degrees.

**5) What is the experience and minimum education level of your counselors?**

Deer Oaks begins with hiring only the most highly qualified doctoral-level and masters-level counselors to provide EAP services. All staff counselors have access to individual and group supervision and consultation from a licensed psychologist, formally on a weekly basis, and informally at any time. Every staff counselor hired at Deer Oaks completes an intensive, formal interview process, to ensure that the clinical staff is

comprised of intelligent and flexible clinicians that are able to arrive at effective solutions and adapt to change and growth with ease.

**6) Are all your providers that would provide counseling for EAP referrals, licensed clinicians?**

Yes. Deer Oaks only hires licensed clinicians with a minimum Master's degree.

**7) Describe your referral network and how you monitor the quality of services throughout the network?**

Deer Oaks believes that credentialing is a critical aspect of ensuring the highest quality of services. Whereas Deer Oaks does not formally verify the original source of each clinician's degrees, transcripts, and licensure, the credentialing process does require all clinical providers to submit to the Executive Director prior to, or upon hire, and at every renewal date thereafter, a number of pieces of relevant documentation. These are kept in a credentialing file for each clinician. Any clinician that does not abide by these credentialing procedures is placed on probation, with the possibility of termination. The required documentation is detailed below.

- Copy of graduate (Doctorate or Master's) degree.
- An up-to-date copy of their certificate of professional liability insurance. Deer Oaks provides a professional liability insurance coverage (\$1,000,000/\$3,000,000) for each individual clinician as well as a group policy. Therefore there is an automatic renewal for current clinicians each year.
- A copy of license and license renewals (if applicable).
- A copy of clinical internship certificate (if applicable).
- A copy of current listing with the National Register as a Health Services Provider (if applicable).
- An up-to-date copy of curriculum vita, including all pre- and post-graduate clinical experience.
- Current listing of continuing education experiences and pursuits.
- A listing of any past grievances/complaints made regarding their services
- A listing of complete references (checked prior to hire).
- A listing of current managed care affiliations.
- A listing of current hospitals at which the provider is privileged.

Deer Oaks offers the following providers within Montgomery County in the following pages.

**8) Does your organization operate as a “staff model” or a “provider model” EAP?**

Deer Oaks uses a Combination Network and Staff-Based Model. Deer Oaks employs salaried clinicians throughout the nation to ensure a more consistent, and higher quality of service delivery yet also offers a nationwide network of over 10,000 EAP specialists throughout the United States.

# Provider Listing For:

## Montgomery County

City/Town	Provider	Address	Phone #	Creds
Brenham	Carroll Maureen	2000 S Market, Brenham, Texas, 77642	979-830-7170	LCSW
	Gregory, Kay H	2211 S. Day Suite 405, Brenham, Texas, 77833	979-830-7124	LPC LMFT
	Rasile, Karen	2211 S. Day, Brenham, Texas, 77833	979-830-7124	PHD
	Thomas, Larry D	2211 S Day Ste 405, Brenham, Texas, 77833	979-830-7080	PHD LCDC LPC
	Algert, Nancy	115 Royal Street, Bryan, Texas, 77801	979-260-8300	LPC DAPA PHD
Bryan	Algert, Nancy	115 Royal Street, Bryan, Texas, 77801	979-260-8300	LCSW
	Bruxvoort, Glenn	601 Mary Lake, Bryan, Texas, 77802	979-260-7805	LPC MA
	Bryant, Barbara J	3201 University Dr E Ste 415, Bryan, Texas, 77802	979-776-0289	PHD Psyd
	Carey Kay	3608 E 29th St. Ste.214, Bryan, Texas, 77802	979-691-8886	LPC
	Hansen, Lois	3201 University Dr East Suite 415, Bryan, Texas, 77802	979-776-0289	PHD LPC
College Station	Hardy, Rebecca B	3201 University Dr E. Suite 415, Bryan, Texas, 77802	972-466-2800	LCSW
	McDonald, Wendy	115 Royal ST, Bryan, Texas, 77801	979-846-8600	LPC, LMFT, LCDC
	Perlitz Pamela	4343 Carter Creek Ste. 119, Bryan, Texas, 77802	979-324-3234	LPC
	Askari, Nazneen	408 Tarrow, College Station, Texas, 77840	979-268-1111	PHD
	Cepeda-Benito, Antonio	408 Tarrow St., College Station, Texas, 77840	979-268-1111	LMFT LPC
Conroe	Dinkel Mary	1801 Shadowood Drive, College Station, Texas, 77540	979-696-7241	LMFT, LPC
	Roe, Beth	207 Rock Prairie Rd STE A2, College Station, Texas, 77845	979-695-8118	LPA, LPC, MS
	Thompson, Melinda	408 Tarrow, College Station, Texas, 77840	979-268-1111	LPC
	Bruce, Margaret	1110 N Loop 336 W Ste 510, Conroe, Texas, 77301	936-756-0777	PHD
	Saunders Roger D.	2300 Holloman Ste. 204, Conroe, Texas, 77301	936-539-2225	PHD
Houston	Abramowitz, Barbara	310 Sul Ross, Houston, Texas, 77006	713-461-7599	LCDC LMFT LPC
	Ahmed Thahira	14335 Torrey Chase, Houston, Texas, 77014	281-773-7396	LPC MA
	Akkerman Rhonda	12000 Richmond Ste. 208, Houston, Texas, 77082	832-725-6909	PHD MA PSYD LP
	Albracht, Art	6401 Deihel Rd Apt 1403, Houston, Texas, 77092	713-688-8648	LMFT LPC
	Ambrose Belinda J.	401 Heights Blvd., Houston, Texas, 77007	713-802-0545	PHD
Houston	Benkert Myrta M.	6776 SW Frwy Ste. 540, Houston, Texas, 77074-2109	713-988-4878	AAC DOT/SAP LMFT LMSW PYSD
	Berry, Marilu	6411 Fannin, Houston, Texas, 77030	713-704-3010	PHD
	Bettison, John C.	2620 Fountain View Suite 485, Houston, Texas, 77057	713-244-0086	DOT/SAP LMSW ACP CADC
	Boykin Charles	4800 W. 34th St. Se.B3, Houston, Texas, 77092	281-996-0330	MA LPC LCDC NCC
	Brackins, Gail	6250 Westpark Dr Ste 305, Houston, Texas, 77057	713-785-4711	LMSW-ACP LCSW DOT/SAP
Houston	Burke Betty	2060 Fountain View, Houston, Texas, 77057	713-244-0086	LCSW
	Busick, Carole	804 West Main, Houston, Texas, 77006	713-942-9747	PHD
	Carison, Joanne	16300 Katy Frwy #100, Houston, Texas, 77094	281-797-7445	LCSW MSW
	Chaikind, Ellie	2600 S Gessner STE 314, Houston, Texas, 77063	713-977-7033	LPC LMFT
	Chambers Paul	5311 Kirby Dr. #218, Houston, Texas, 77007	713-522-2024	CEAP LMFT LPC MA DOT/SAP
Houston	Cohen, Roberta	1505 Hwy 6 South Ste 195, Houston, Texas, 77077	281-556-0555	LCSW
	Cole, Dave	5330 Griggs Rd Ste 1DA, Houston, Texas, 77021	713-649-8840	PHD
	Delange, Walter	2211 Norfolk Ste. #140, Houston, Texas, 77098	281-556-0555	PHD
	Depaiva, Ana Maria	1010 Lamar Ste 1500, Houston, Texas, 77002	713-659-4242	LCSW DOT/SAP
	Dunwoody, Monica	11511 KATY FRWY STE 410, Houston, Texas, 77079	713-828-0593	LPC
Houston	DYBALA, ROBERT	1505 HWY 6 SOUTH, Houston, Texas, 77077	281-556-0555	LCSW LPC
	FLORES, OLGA	2900 WESLAYAN STE 485, Houston, Texas, 77027	713-621-5556	MSW
	Franklin, Deann	11511 FAty FWY STE 410, Houston, Texas, 77079	832-379-8225	MA LPC
	Fricke, Mary Reagan	18100 Upper Bay Rd STE 108, Houston, Texas, 77089	281-798-7016	LPC MA

Gartlock, John	2611 FM 1960 W STE D 101, Houston, Texas, 77068	PHD LPC LCDC CEAP DOT/SAP EdD
Gilbert, Jill	18333 Egret Bay Blvd, Houston, Texas, 77758	LCDC MA LPC
Glaser Kevin	12200 NW Fwy # 360, Houston, Texas, 77092	LCDC MA LPC
Glynn Macell	2060 Fountainview, Houston, Texas, 77057	LCSW
Gomez, Jeanna P	6750 W Loop South Ste 520, Houston, Texas, 77401	LISW LADAC CPC
Guilfory, Lou Anna	4702 LaBranch, Houston, Texas, 77004	LMFT LMSW
Gunst Elise	9950 Cypresswood Dr. #222, Houston, Texas, 77070	MS LPC LMFT
Hampton Lillie	7324 Southwest Fwy Ste. 640, Houston, Texas, 77074	LCSW
Hartman William H.	3303 Fm 1960 #250, Houston, Texas, 77068	LPC MeD LMFT
Hartson Linda C.	627 W. 19th #203, Houston, Texas, 77008	LMFT LPC MSW
Hartson, Tyler	627 W 19th STE 203, Houston, Texas, 77008	LMFT MSW
Hershkowitz, Liliane	2500 Tanglewilde STE 310, Houston, Texas, 77063	LPC MA
Ho, Thach	6220 West Park, Houston, Texas, 77057-7386	LMSW-ACP
Holton, Helen Scottie	16300 Katy Fwy. STE 100, Houston, Texas, 77450	LPC MeD
Howard, L. Kay	14619 B Beechnut, Houston, Texas, 77083	LPC PHD
Jefferson, Joseph	7011 Bissonnet St STE B, Houston, Texas, 77074	PSYD
Jennings, Lesajean	1319 Live Oak, Houston, Texas, 77003	LPC
Johnson, Raymond	15423 Silver Ridge Dr., Houston, Texas, 77090	LPC PHD
Jones, James D	3333 Eastside St Ste 270, Houston, Texas, 77098	LPC
Khan, Blanche	2990 Richmond Ave. Suite 207, Houston, Texas, 77098	Edd
KOLTER, VIRGINIA	902 FROSTWOOD STE 252, Houston, Texas, 77024	PHD DOT/SAP LCDC LPC
KVETON, REBECCA	6317 1/2 STILLMAN, Houston, Texas, 77007	LMSW-ACP LCSW DOT/SAP
LACHAR, BARBARA	1100 RICHMOND AVE STE 330, Houston, Texas, 77042	LPC MA
Legal Access Plan	2401 Fountain View Ste 300, Houston, Texas, 77057	PSYD PHD
Lewis, Willie Mae	1821 Oakdale St, Houston, Texas, 77004	LPC PHD PSYD
Luis, Jessica	8303 Sw Fwy STE 960, Houston, Texas, 77074	LPC
Malveaux Andrew B.	1914 North Loop W. Ste. 450, Houston, Texas, 77008	LCSW LMFT
McCleary, Paula	2600 S Loop W Ste 475K, Houston, Texas, 77054	LPC MA
Moore, Antonia	2600 S Loop W STE 130, Houston, Texas, 77054	LCSW-ACP
Newman, Richard L.	16300 Katy Fwy Ste 100, Houston, Texas, 77227	MeD NCC LCDC CMHC LCSW LPC LMSW LMFT
Nyguen, Thuy	7100 Regency Square Blvd STE 136, Houston, Texas, 77036	LMFT LPC
Pateils, Athena	8303 Southwest Fwy STE 960, Houston, Texas, 77074	PHD
PERRY, KAREN K	9525 KATY FRWY STE 210, Houston, Texas, 77024	LMFT LPC
PETERSON, JANICE L	525 N SAM HOUSTON PKWY STE 165, Houston, Texas, 771	LPC MA
Poe Janet	10413 Sierra Dr., Houston, Texas, 77051-4219	LPC
Power Jeff	1493 Bering Dr., Houston, Texas, 77057	LPC MA MS
Rabon, Dorothy W	2600 S Gessner Ste 314, Houston, Texas, 77063	LMSW-ACP
Sheilds, Leslie Ann	P.O.Box 70494, Houston, Texas, 77270	LPC MS
Shryne, Maureen	2600 S Gessner STE 314, Houston, Texas, 77063	MA LCSW LPC
Smith, Lisa SAP only	3131 W Alabama St STE 304, Houston, Texas, 77098	LCSW SAP LMSW
Smootte, Stanley D.	3400 Bissonnet Ste 195, Houston, Texas, 77005	PHD PSYD LMFT DOT/SAP
Snow, Brandi	11511 Katy Fwy STE 410, Houston, Texas, 77079	LPC
Spezia Pattye E.	1505 Highway 6 So. #195, Houston, Texas, 77077	MA LMFT
Strout Nancy	2400 Augusta Dr. #426, Houston, Texas, 77057	LCSW
Stuart, Grace	1627 Sage St, Houston, Texas, 77009	LCSW LPC MS
Torrest, Charlene	1100 Richmond Ave Ste 330, Houston, Texas, 77042	LMSW
Turer June	401 Height sBlvd., Houston, Texas, 77007	LPC MA
Vasquez, E. Y.	2401 Fountain View #901, Houston, Texas, 77057	LPC CRC CCM CLCP CCDC

Vaughn, Martha	2600 S. Loop West Ste. 220, Houston, Texas, 77054	713-218-7898	LMFT PHD
Wagner, Betty L.	6776 Southwest Freeway Ste 540, Houston, Texas, 77074	713-988-4878	LCDC LMSW ACSW
Wardell, William	16300 Katy Fwy STE 100, Houston, Texas, 77094	281-492-0022	PHD
Wells, John A	14811 St Marys Lane Suite 288, Houston, Texas, 77079	281-829-0114	LPC.MA
Wiley Richard D.	1505 Highway 6 So. #195, Houston, Texas, 77077	281-556-0355	PHD LMFT
Wise, Dilek	4923 Feagan St, Houston, Texas, 77005	713-294-8090	PHD LMFT
Witkov, Barbara	5150 Hidalgo, Houston, Texas, 77056	713-961-9433	LMSW
Lerman Mary L	7702 FM 1960 STE I 210, Humble, Texas, 77346	281-531-5533	PHD LPC
Varsos, Jean	9810 F.M. 1960 #280, Humble, Texas, 77338	281-540-1718	LMFT LPC
Bruhn, Rick A	1405 Ave M, Humtsville, Texas, 77340	936-291-7928	LMFT LPC
Bruhn, Sara D	1405 Ave M, Humtsville, Texas, 77340	936-291-7928	LCSW LMFT MSW MSSW LPC
McManus, Pamela W	1405 ave m, Humtsville, Texas, 77340	(936)291-7928	LPC PHD PSYD
Templeton Mahaffey, Melissa	2507 Lake Rd, Humtsville, Texas, 77640-5735	936-291-2259	LMFT LPC MA
Debes, Dana	20915 Kingsland, Katy, Texas, 77450	281-579-0703	CTAC-ACP LCSW
FENWICK, DENISE	5713 5TH ST, Katy, Texas, 77493	281-543-2633	CART LMSW-ACP
KNETSAR, LESLIE	5713 5TH ST STE 101, Katy, Texas, 77493	281-391-0388	LPC
Neeley, Aracely	20915 Kingsland, Katy, Texas, 77450	281-579-0703	ACSW LCSW
Trenchard, James	1120 Kingwood Drive suite#400, Kingwood, Texas, 77339	281-540-1470	LCSW MSW
James, Sally E	719 Sawdust Road STE 110, The Woodlands, Texas, 77380	281-419-1080	LPC

#### Humble

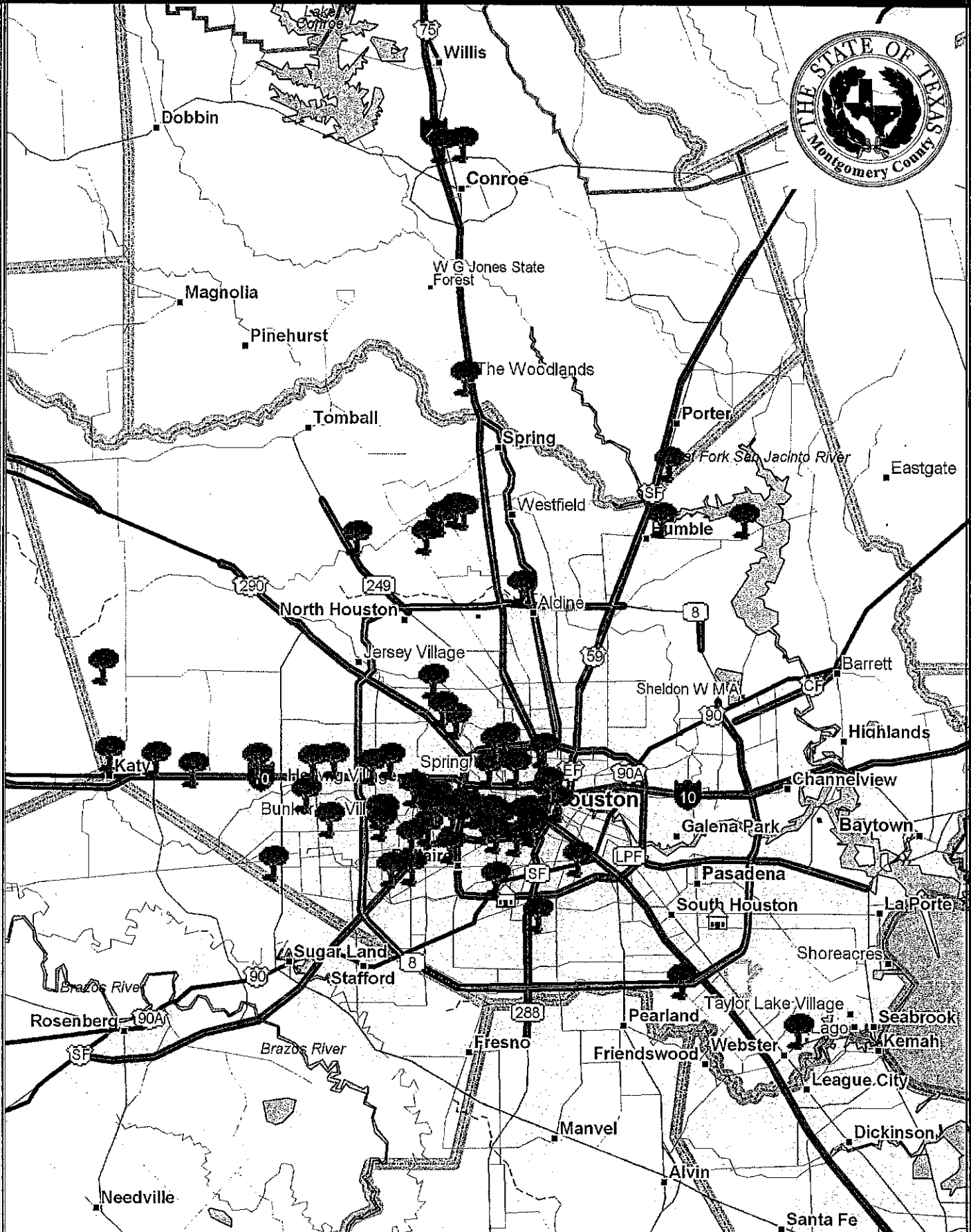
#### Huntsville

#### Katy

#### Kingwood

#### The Woodlands

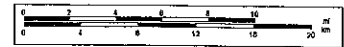
# Deer Oaks Provider Coverage for Montgomery County, Texas



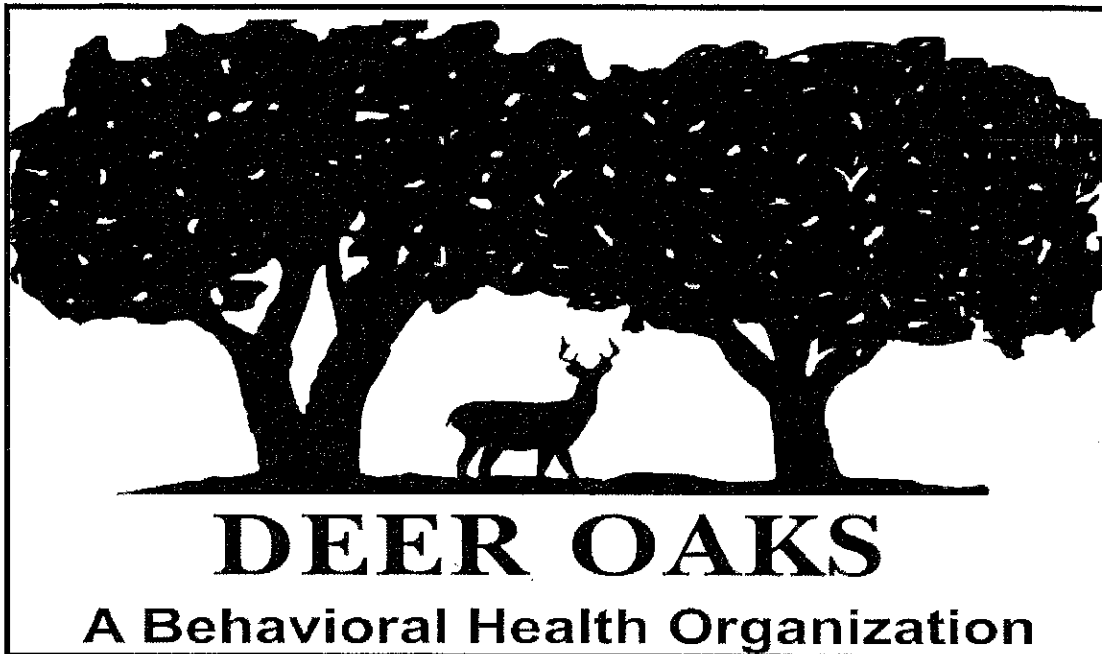
= Deer Oaks Provider Locations



= Deer Oaks Staff Offices



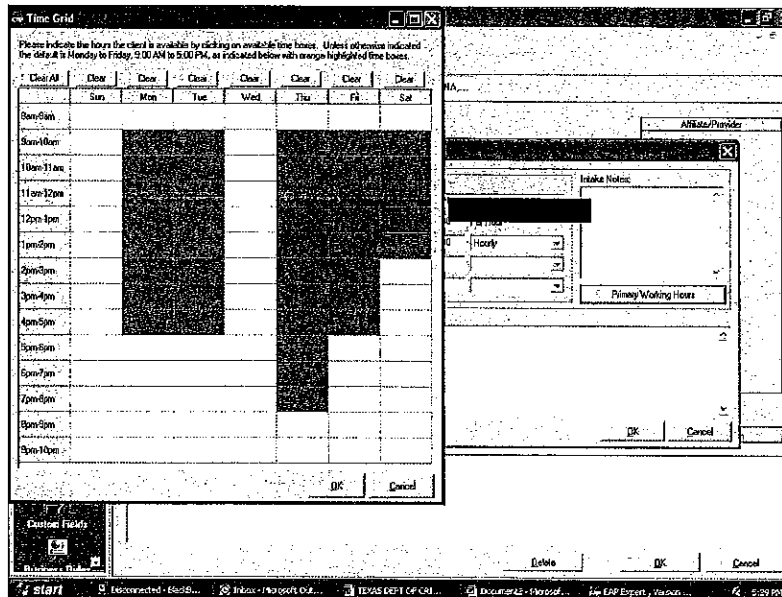
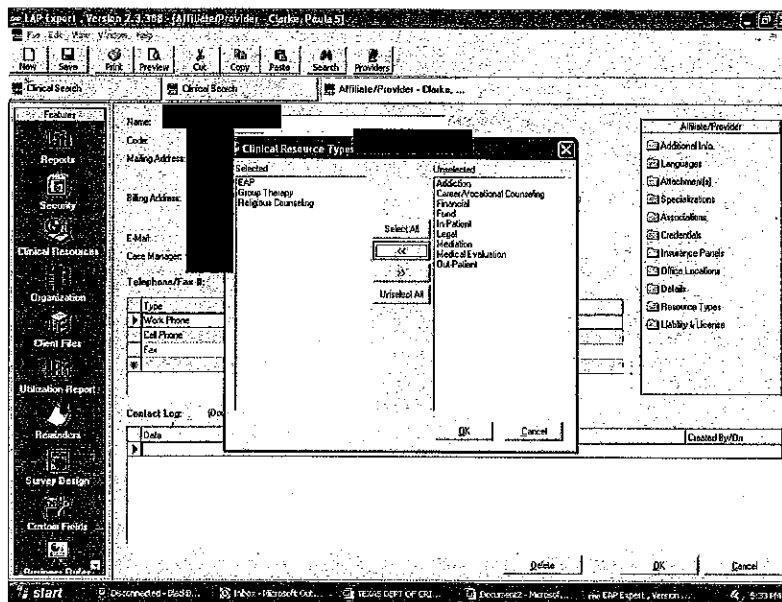
**Section VII**



# SECTION VII: REPORTING

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

Utilizing an extensive database, Deer Oaks is able to match participant to their exact counseling preference, such as a faith-based counselor or a counselor with specific demographic similarities. Below is an example of the program used by Deer Oaks to identify and match participants to a clinician with specifications requested by the participant.



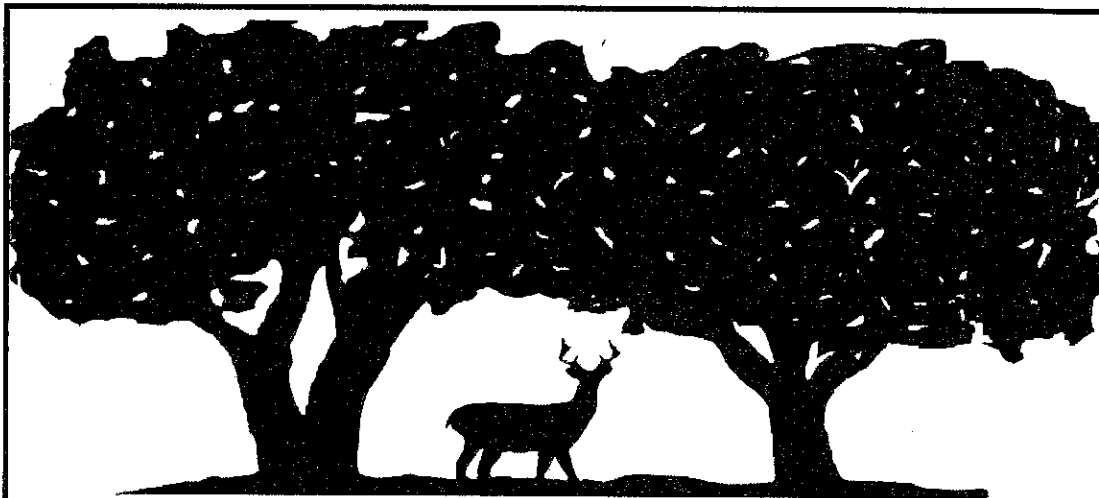
**2) Describe the services you would provide for integrating management reports with the medical plans offered by the County.**

Deer Oaks shall provide Utilization Reports indicating all issues resolved through the EAP. Deer Oaks shall conduct Return on Investment reports to capture effectiveness and efficiency of EAP.

**3) Is it possible to tailor reports to the County of Montgomery's specifications?**

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. These reports shall be provided quarterly and annually, and shall include all information requested by the County without infringing on employees' confidentiality. Deer Oaks has the MIS capabilities to tailor-design such reporting to meet the County's unique, and possibly changing needs.

## Section VIII



**DEER OAKS**

**A Behavioral Health Organization**

# SECTION VIII: PRICING

1) 6 session model EAP with managed care

\$ 1.23

(Per employee per month)

2) Cost for items that are not included in the above cost (i.e. Materials, training, etc.):

## Optional Add-On Services

- *Enhanced Online Work-Life Services* with access to:
  - Balanced Life - 100 interactive tools and videos and over 400 articles, and a searchable database of over 800,000 child and eldercare providers.
  - Personal Growth & Online Training - 45 interactive training courses and 400 articles.
  - Health - Hundreds of videos, over 2,000 Harvard Medical School reviewed articles and dozens of health assessments and tools
  - Legal - Hundreds of state-specific legal forms, over 1,000 articles, and a searchable database of over 400,000 attorneys
  - Financial - 140 calculators, 95 common federal tax forms, thousands of state-specific tax forms and over 1000 articles.
  - Mental Health (optional) - Hundreds of articles, over 50 videos and quizzes and 6 (six) mental health assessments especially designed to compliment EAPs
- Additional Onsite Workplace Consultations or Psychoeducational Trainings
- Onsite Health and Wellness 8-week Psychotherapy Groups
- Diversity Training
- Concierge Services
- Fitness for Duty Evaluations

## Optional Add-On Benefits:

Enhanced Online Work-Life Services:	\$ .33 PEPM
Additional Onsite Workplace Consultation or Psychoeducational Trainings	\$150.00 per hour
Diversity Training	\$150.00 per hour
Workplace Violence Prevention Training-	\$150.00 per hour
Health and Wellness Coaching	\$ .25 PEPM
Concierge Services	\$ .10 PEPM
Fitness for Duty Evaluations	\$ 850.00 per evaluation

\_\_\_\_\_  
Name of Company

\_\_\_\_\_  
Signature of representative

## SECTION VIII: PRICING

- 1) 6 session model EAP \$ 1.23  
 8 session model EAP \$ 1.45 ✓  
 (Per employee per month)

2) Cost for items that are not included in the above cost (i.e. Materials, training, etc.):

**Optional Add-On Services**

- *Enhanced Online Work-Life Services* with access to:
  - Balanced Life - 100 interactive tools and videos and over 400 articles, and a searchable database of over 800,000 child and eldercare providers.
  - Personal Growth & Online Training - 45 interactive training courses and 400 articles.
  - Health - Hundreds of videos, over 2,000 Harvard Medical School reviewed articles and dozens of health assessments and tools
  - Legal - Hundreds of state-specific legal forms, over 1,000 articles, and a searchable database of over 400,000 attorneys
  - Financial - 140 calculators, 95 common federal tax forms, thousands of state-specific tax forms and over 1000 articles.
  - Mental Health (optional) - Hundreds of articles, over 50 videos and quizzes and 6 (six) mental health assessments especially designed to compliment EAPs
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- Onsite Health and Wellness 8-week Psychotherapy Groups
- Diversity Training
- Concierge Services
- Fitness for Duty Evaluations

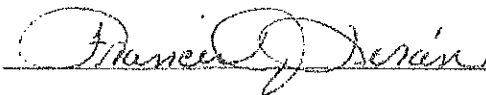
**Optional Add-On Benefits:**

Enhanced Online Work-Life Services:	\$ .33 PEPM ✓
Additional Onsite Workplace Consultation or Psychoeducational Trainings	\$150.00 per hour
Diversity Training	\$150.00 per hour
Workplace Violence Prevention Training-	\$150.00 per hour
Health and Wellness Coaching	\$ .25 PEPM ✓
Concierge Services	\$ .10 PEPM
Fitness for Duty Evaluations	\$ 850.00 per evaluation

Deer Oaks guarantees the above listed prices for a period of two (2) years. Rates may be negotiated in subsequent years not to exceed a 5% increase per renewal year.

Deer Oaks EAP Services, LLP

Name of Company



Signature of representative

# ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
05/02/2006

**PRODUCER**  
Bailey-Newman Insurance Agency  
740-A Barchester Dr  
San Antonio, TX 78216

210-348-0428

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

**INSURED**  
Deer Oaks Mental Health Assoc.  
7272 Wurzbach Rd #601  
San Antonio, TX 78240

**INSURERS AFFORDING COVERAGE**

INSURER A:	Farmers Insurance Mid-Century	NAIC #
INSURER B:		
INSURER C:		
INSURER D:		
INSURER E:		

**COVERAGES**

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR (A) / LTR / INSR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	069445234	11/07/2005	11/07/2006	EACH OCCURRENCE \$ 1,000,000
	DAMAGE TO RENTED PREMISES (EA occurrence) \$ 100,000 MED EXP (Any one person) \$ 50,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000				
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (EA accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<b>GARAGE LIABILITY</b> <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EA ACC \$ AGG \$
	<b>EXCESS/UMBRELLA LIABILITY</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE  DEDUCTIBLE RETENTION \$				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below				WC STATUTORY LIMITS   OTHER EL, EACH ACCIDENT \$ EL, DISEASE - EA EMPLOYEE \$ EL, DISEASE - POLICY LIMIT \$
	<b>OTHER</b>				

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS  
**THIS POLICY RENEWS ANNUALLY**

<b>CERTIFICATE HOLDER</b>	<b>CANCELLATION</b>
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL <u>60</u> DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE S Newman

Account Number: TX DI 8200

Date: 1/5/06 Initials: JENNC

# CERTIFICATE OF INSURANCE

EXECUTIVE RISK INDEMNITY INC.

C/O: American Professional Agency, Inc.  
95 Broadway, Amityville, NY 11701

This is to certify that the insurance policies specified below have been issued by the company indicated above to the insured named herein and that, subject to their provisions and conditions, such policies afford the coverages indicated insofar as such coverages apply to the occupation or business of the Named insured(s) as stated.

THIS CERTIFICATE OF INSURANCE NEITHER AFFIRMATIVELY NOR NEGATIVELY AMENDS, EXTENDS OR ALTERS THE COVERAGE(S) AFFORDED BY THE POLICY(IES) LISTED ON THIS CERTIFICATE.

Name and Address of Insured:

DEER OAKS MENTAL HEALTH  
ASSOCIATES  
7272 WURZBACH  
SUITE #601  
SAN ANTONIO TX 78240

Additional Named Insureds:

SEE ATTACHED

Type of Work Covered: PROFESSIONAL PSYCHOLOGIST

Location of Operations: N/A  
(If different than address listed above)

Claim History:

RECEIVED JAN 3 0 2006

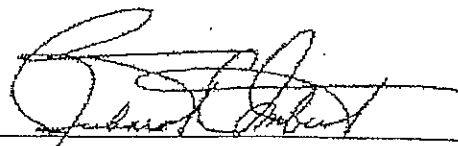
Coverages	Policy Number	Effective Date	Expiration Date	Limits of Liability
PROFESSIONAL/ LIABILITY	008-1753405	2/01/06	2/01/07	1,000,000 3,000,000

NOTICE OF CANCELLATION WILL ONLY BE GIVEN TO THE FIRST NAMED INSURED ON THIS POLICY AND HE OR SHE SHALL ACT ON BEHALF OF ALL INSURED(S) WITH RESPECT TO GIVING OR RECEIVING NOTICE OF CANCELLATION.

Comments:

This Certificate Issued to:

Name: DEER OAKS MENTAL HEALTH  
ASSOCIATES  
Address: 7272 WURZBACH  
SUITE #601  
SAN ANTONIO TX 78240

  
Authorized Representative

## Health Insurance Portability and Accountability Act (HIPAA)

April 14, 2003

Deer Oaks has the responsibility to protect the privacy of your personal and health information, as described in this notice. Personal and health information includes medical (or psychological) information and individually identifiable information, such as your name, address, telephone or social security number. Deer Oaks is required by applicable federal and state laws to maintain the privacy of your personal and health information or "PHI".

Deer Oaks will protect your privacy by, limiting how we may use or disclose your PHI; limiting who may see your PHI; inform you of our legal duties with respect to your PHI; and explain and strictly adhere to our privacy policies. These policies are in effect as of April 14, 2003, and will remain in effect until updated and until you receive notice of any changes. Deer Oaks reserves the right to change these policies and the terms of this notice as allowed by state and federal laws, rules or regulations.

### Uses and Disclosures of Client Personal and Health Information:

Deer Oaks may disclose your PHI to insurance carriers in order to receive payment for claims for services provided to you by the Deer Oaks clinical staff within the limits established by the Texas State Board of Examiners of Psychologists or other applicable licensing board.

Deer Oaks may use your PHI to conduct quality improvements, including outcome studies and development of clinical guidelines, care coordination, case management or utilization management activities. Deer Oaks may also use your PHI to review the competence of our clinical staff, provide clinical supervision of clinical staff, or for business purposes such as customer service, resolution of your complaints, due diligence in connection with the sale or transfer of assets to a potential successor in interest.

Deer Oaks may use your PHI to contact you with information about services provided, appointment reminders, or for collection of co-pays or your account balance (if any).

Deer Oaks may use your PHI to the extent necessary to avert a serious and imminent threat to your health or safety or the health and safety of others. We may disclose this information to the proper authorities, if we reasonably believe that you are a possible victim of abuse, neglect, domestic violence or other crimes or if you admit to the abuse or neglect of a child or dependent elderly person.

Deer Oaks must disclose your PHI when we are required to do so by U.S. Department of Health and Human Services upon request for purposes of determining whether we are in compliance with privacy laws.

We may disclose you PHI in response to a court order or subpoena, although every effort will be made to obtain your consent for the release of any personal or health information, as required by confidentiality regulations as set by the Texas State Board of Examiners of Psychologists (TSBEP) or other applicable licensure boards.

We may disclose your PHI to law enforcement officials or personnel of a correctional institution if you are in lawful custody while receiving treatment.

### Your Rights:

You have the right to review or obtain copies of your personal and health information, subject to the limitations of the TSBEP. Your request must be in writing and you may be charged a fee for copying of the record.

You have the right to request and receive a list of instances in which we, or our subcontractors disclosed you PHI for purposes other than treatment, claims processing, and organizational operations.

You have the right to request that we place additional restriction on our use or disclosure of you PHI. We are not required to agree to these additional restrictions, but if we do, we will abide by our agreement. You also have the right to terminate or amend previously requested restrictions. Request for additional restrictions or request for termination of requested restrictions must be in writing.

You have the right to request that we communicate with you in confidence about your PHI by alternative means, such as sending reminders for appointments by mail instead of telephone calls. You must specify how we may contact you in writing, if you do not wish to be telephoned at your primarily or secondary listed telephone numbers.

You have the right to request an amendment of your PHI. The request must be in writing and include the information to be amended. We may deny your request for an amendment if we did not create the information you want amended, we do not maintain the information or the information is accurate and complete. If we agree to the amendment, we will make a reasonable effort to inform others of the amendment and to include the changes in any future disclosures of that information.

You have the right to receive a copy of this notice in either written or electronic form.

You have the right to file a complaint if you believe we have violated your privacy rights or you disagree with a decision we made about access to your PHI. A complaint may be registered with the Privacy Officer at Deer Oaks. You may also submit a written complaint to the U.S. Department of Health and Human Services (HHS). Deer Oaks supports your right to file a complaint and will assist you by providing address information for the HHS, and we will not retaliate in any way if you choose to file a complaint with us or the HHS.

### **Written Authorization to Use or Disclose Your PHI:**

Deer Oaks will request written authorization from you to use your PHI or to disclose it to anyone for any purpose or situation not included in this document. You may revoke this authorization in writing at any time. Your revocations will not affect any use or disclosure permitted by your authorization while it was in effect. We will not disclose your PHI for any reason except those described in this notice without your written consent.

If you have been referred to Deer Oaks through an Employee Assistance Program (EAP), we will not disclose to your employer or anyone else, your PHI, without written authorization to do so. If you have accessed your EAP due to employer-mandated referral, you will be notified of the consequences of not authorizing the share of information between the employer and Deer Oaks. Personal information shared in these instances, are generally of a summary type (such as, restriction from duty, return-to-work, etc.), without specific private or confidential information as determined by Deer Oaks. Deer Oaks may provide your employer with EAP utilization data without identifying any of your PHI. Utilization data includes number of individuals accessing their EAP benefit and other quantitative data and guarantees the privacy and confidentiality of employee participants.

### **Question of Complaints Regarding Use or Disclosure of PHI:**

You may contact the Deer Oak Privacy Officer regarding questions or complaints regarding the use or disclosure of your PHI. The Privacy Officer at Deer Oak is June Maxfeldt, Executive Director. Ms. Maxfeldt can be contacted at (210) 615-8880 OR (800) 396-2467 or by email at [jmaxfeldt@deeroaks.com](mailto:jmaxfeldt@deeroaks.com) or in writing care of Deer Oaks at 7272 Wurzbach Road, Suite 601; San Antonio, Texas 78240.

### **Acknowledgement of This Notice of Privacy Regarding Your PHI:**

Your acknowledgement of this notice of privacy will be made a part of your medical record at Deer Oaks. Please sign and date below. You may request a copy of this notice at any time.

\_\_\_\_\_  
Patient/Client Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Patient/Client or Legal Guardian (if minor)

**Paul Alan Boskind, Ph.D.  
Licensed Psychologist/CEO**

**OBJECTIVE**

To obtain the contract to provide the highest quality, short-term counseling services to employees and their dependents as part of the Employee Assistance Program. To lead Deer Oaks' EAP providers in conducting individual, group, couples, and/or family psychotherapies and crisis intervention as needed. To coordinate with employer representatives as needed to provide additional services of psycho educational in-services and workshops, critical incident debriefing, return to work contracts, supervisor training, and consultations on work-related problems. To ensure the Deer Oaks' EAP providers coordinate with the employee/patient's other attending physicians or other professionals and make appropriate referrals for health plan, legal, and/or financial services and/or referrals to other providers and community resources, as needed. To ensure that Deer Oaks has the staff and financial resources to uphold contract requirements for the duration of the contract and beyond.

**EDUCATION**

Ph.D. in Clinical and School Psychology  
Degree Conferred: 1987  
Hofstra University; Hempstead, New York

Master of Arts in School Psychology  
Degree Conferred: 1985  
Hofstra University, Hempstead, New York

Master of Arts in Clinical Psychology  
Degree Conferred: 1984  
St. Mary's University; San Antonio, Texas

Bachelor of Arts in Psychology  
Degree Conferred: 1982  
The University of Texas; San Antonio, Texas

**EMPLOYMENT**

**Deer Oaks Mental Health Associates, P.C.**

**August 1992 to present**

**CEO/Owner and Licensed Psychologist.** Oversees all business/financial and clinical operations for multi-site outpatient mental health clinics, including the division for Deer Oaks EAP Services. Successfully established and expanded services from one clinic in one city to fifteen clinics in over fifteen cities. Current successful contracts include, Lutheran Social Services for South Texas, Texas Department of Protective and Regulatory Services Evaluation and Treatment Services for Regions 3, 7, 8 and 11; North East Independent School District Employee Assistance Program, Bryan ISD EAP, City of Austin EAP, Dallas Area Rapid Transit EAP, Texas Department of Insurance EAP and City of Laredo EAP Program. Twenty years total experience in the area of short-term psychotherapy services, EAP services, treating a variety of problems including marital problems, stress, depression, chemical dependency, etc. as a counselor, consultant, trainer, and psychologist.

**American Biodyne, Inc.**

**December 1990 to August 1992**

**Director of Child and Adolescent Services.** Developed, designed and implemented intensive outpatient services. Provided clinical supervision, staff training, quality assurance, community relations, and contract negotiations. Established formal psychological assessment center and provided therapeutic interventions to children and adolescents.

**Austin Mental Health Associates**

**September 1987 to December 1990**

**Clinical Psychologist.** Co-Director of Learning Evaluation Program for children with ADHD, learning disabilities, and/or emotional disturbances. Provided adult, child and family therapy for a diverse outpatient population. Provided on-call emergency services, crisis management, and interfaced with more than 80 physicians and psychiatrists. Supervised post-doctoral residents and interns.

**Round Rock I.S.D. TX School for the Blind**

**October 1984 to April 1990**

**Psychological Consultant.** Comprehensive psychological evaluations and short-term individual and group treatment for children, adolescents and adults. Consulted with school counselors, principals, and ARD committees, parents, foster parents and mental health professionals.

**CERTIFICATION/LICENSES:** Licensed Psychologist, State of Texas;  
Certified School Psychologist, New York State

**FOREIGN LANGUAGE FLUENCY:** Spanish

Melinda M. Down, Ph.D.  
Licensed Psychologist

**OBJECTIVE**

To ensure the highest quality, short-term counseling services to employees and their dependents as part of the Employee Assistance Program through Program Management, Quality Assurance and coordination with the Human Resources Department. To coordinate with representatives as needed to provide additional services of psycho educational in services and workshops, critical incident debriefing, return to work contracts, supervisor training, and consultations on work-related problems. To ensure coordination by direct service delivery staff and/or network providers with the employee/patient's other attending physicians or other professionals and make appropriate referrals for health plan, legal, and/or financial services and/or referrals to other providers and community resources, as needed. To ensure the quality and integrity of the Deer Oaks EAP Program.

**EDUCATION**

Ph.D. in Clinical Psychology

Degree Conferred: 1993

The University of Texas Southwestern Medical Center at Dallas

Bachelor of Science in Psychology,

Degree Conferred: 1987

Duke University, Durham, North Carolina

Graduated Magna Cum Laude, 1987 (Ranked 91<sup>st</sup> of 1501)

**EXPERIENCE**

**Deer Oaks Mental Health Associates, P.C.**

**June 1995 to Present**

**Director of Clinical Operations and Clinical Training/EAP Administrator/Licensed Psychologist.** Develops programs, implements and oversee clinical delivery services, supervises, trains, evaluates and directs doctoral and master level clinical staff. Directs quality assurance measures and patient satisfaction for contract compliance with North East Independent School District EAP, City of Laredo EAP and Texas Department of Protective and Regulatory Services Evaluation and Treatment Programs for Regions 3, 7, 8 and 11. Serves as the Chairperson for the Deer Oaks Quality Assurance Committee and Clinical Contract Liaison for all service delivery contracts, including EAP contracts. Clinical Director for EAP Contracts with North East Independent School District, Bryan ISD, City of Austin, Dallas Area Rapid Transit, Texas Department of Insurance and City of Laredo.

**Adapt Behavior Healthcare, P.A.**

**October 1992 to March 1995**

**Director of Child and Adolescent Services/Clinical Supervisor, Staff Clinician.** Developed a Child and Adolescent Program with a multi-family component and an adolescent intensive outpatient component in conjunction with the Texas Rehabilitation Commission. Provided psychological assessments, psychotherapy with adult, adolescent and children outpatients and crisis intervention. Supervised doctoral and master level clinicians in the provision of brief therapy for wide range of presenting problems, including personality disorders, thought disorders, substance abuse, and affective disorders.

**Southern Methodist University: Mental Health Services**

**August 1991 to August 1993**

**Clinical Psychology Intern.** Provided individual and couples psychotherapy with adolescents and young adults with a focus of treatment on adjustment and stress management issues, personality disorders, eating disorders, substance abuse disorders; relationship problems.

**CLINICAL PSYCHOLOGY INTERNSHIP**

**The University of Texas Southwestern Medical Center at Dallas:**

Mental Health Clinical Research Center

Southwest Adult Psychotherapeutic Clinic

The University Rehabilitation Center

August 1990 to August 1993

June 1989 to August 1992

August 1990 to August 1991

**CERTIFICATION/LICENSES:** State of Texas Licensed Psychologist

**June Maxfeldt  
Director of Human Resources**

**OBJECTIVE**

to serve as the Director of Consumer Relations (Customer Service Representative) and provide the highest quality customer service and complaint/grievance resolution to the Employee Assistance Program participants. To lead and coordinate other Deer Oaks staff and network providers in the area of customer services and complaint resolution. To be personally involved with Customer Service issues and resolution. To recruit and retain qualified staff and network providers as needed to ensure effective service delivery, as well as to ensure compliance with all applicable employment laws. To assist with the delivery of psychoeducational materials, supervisory training and consultation in the areas of work-place violence, sexual harassment, job performance and dissatisfaction. To provide consultation in the area of impact studies for the EAP services against other employer health plans.

**EDUCATION**

Bachelor of Liberal Arts in Health Care Administration

Conferred: 1987

Saint Edward's University

Austin, TX

**EXPERIENCE**

**Deer Oaks Mental Health Associates, P.C.**

**November 1998 to Present**

**Director of Human Resources and Consumer Relations**

Provides service to corporation personnel to ensure State and Federal regulations are met in regards to employment. Plans and directs the program for the procurement, placement and orientation of qualified employees by the various departments within the corporation network. Organizes the procedures to maintain and keep updated confidential files on each employee and former employees that meet all governmental regulations. Working with various departments, organizes and directs the maintenance of records for each employee regarding attendance, promptness, and the Paid Time Off policy. Establishes a relationship with personnel organizations and managers in the area to keep abreast of current trends, which may have a direct bearing on personnel policies and practices. Develops and administers the policies necessary to assure compliance with all local, state, and Federal regulations pertaining to personnel functions including affirmative action and sexual harassment. Organizes and directs the maintenance of performance review schedules. Provides to the managers when reviews are scheduled. Handles all verification of employment calls and correspondence. Works with managers on matters of interdepartmental concerns. Works with other administrative staff as necessary to meet the goals and objectives of the corporation. Files provider applications on behalf of the clinicians/corporation. Maintains a computer file of each employee. Manages all aspects of employee benefits packages and acts as the contact. Has working knowledge of each clinical classification and its client availability. Instructs offices and supervisors to these classifications and provides working reports as needed. Has working knowledge of all insurance, Medicare, and Medicaid. Manages and oversees the credentialing of all clinicians. Manages and oversees requests for all clinical medical records. Also maintains addresses, phone numbers, services codes and reimbursement of all insurance, to include federal, state, county and city agencies. Recruits, screens and interviews applicants and negotiates wages and employee contracts.

**January 1998 – July 1998**

**Agency Management Services, Inc. Director of Human Resources.** Managed all Human Resource functions for health care management company and three subsidiary home health agencies with two out-of-town branches, a durable medical/supply company and provided consultation to non-related home health agencies. Administered employee benefits; group health insurance, profit sharing pension program and paid time off program. Directed agency administrators and supervisors in management of employee relations issues, employment law, and Medicare compliance. Recruited, screened and interviewed applicants and negotiated wages and employee contracts. Reviewed and revised policies and job descriptions. Negotiated and maintained therapy contracts for each agency and branch site. Supervised one human resource specialist in new hire processing, criminal history and reference checks and routine record keeping.

**St. Mary's University**

**May 1994 – November 1997**

**Assistant to the Executive Director, Development.** Assisted the executive director with management of \$15 million capital campaign.

**Premium Healthcare, Quality Assurance Administrator/Human Resources Director**

**August 1993 – Feb. 1994**

**NBA Ventures Company, Administrator/Director of Human Resources**

**October 1991 – Feb. 1993**

**Sears Methodist Home, Administrator**

**June 1991 – October 1991**

**Morningside Ministries, Inc. Asst. Administrator/Human Resources Coordinator**

**May 1979 - June 1991**

FRANCES JIMENEZ TERAN

*Education*

University of Texas, San Antonio, Texas  
Bachelor of Arts  
(Sociology and Political Science) 1993

*Certifications*

National Development Council, Covington, KY  
Economic Development Finance Professional 1995  
Housing Development Finance Professional 1996

*Professional Experience*

Deer Oaks, A Behavioral Health Organization, San Antonio, Texas  
**Executive Director of Business Development** September 2005 to Present  
Responsible for oversight of business development, expansion and retention for the corporation. Serves as member of the corporate management team.

Mexican American Unity Council, Inc., San Antonio, Texas  
**President & CEO** April 1998 to September 2005  
Responsible for the overall administration and operation of all agency programs and projects. Oversees the development and implementation of new programs. Report to an eleven member Board of Directors.

National Council of La Raza, San Antonio, Texas  
**Texas Program Office Director** May 1994 to March 1998  
Responsible for the establishment of the Texas Office in San Antonio and implementation of non-profit capacity building programs throughout the State. Serve as Project Coordinator for the USDA funded Rural Revolving Loan Fund Program and the HUD funded HOME TA Program. Also, responsible for the implementation of the Southwest Community Development Initiative. With primary funding from the Ford Foundation, the program is a major, multifaceted assistance effort targeting 15 to 20 Hispanic Community Development Organizations in the southwest United States.

Bexar County Local Development Corporation (BCLDC), San Antonio, Texas  
**Executive Director** May 1990 to May 1994  
Recruited by the Board of Directors of the Bexar County Local Development Corporation to assist in the reorganization, development and implementation of the Corporation's mission, goals/objectives, and programs related to rural development.

County of Bexar, San Antonio, Texas  
**Director, Department of Community Resources** 1976-1990  
Developed and implemented all of Bexar County's programs related to assistance for low to moderate-income persons. Programs included rental, nutrition, and utility assistance programs. Programs were provided through the development of activities sponsored by the state and federal government, budget exceeded \$1.2 million in direct aid annually.

Foreign Language Fluency: Spanish

Alicia Barrera  
EAP Administrative Account Manager

**EDUCATION**

University of Texas Pan American, Edinburg, TX-Bachelor of Interdisciplinary Studies, 2002

**EXPERIENCE**

**Deer Oaks EAP Services (Deer Oaks Mental Health Associates, P.C.)**

August 1995 to present

**Administrative EAP Account Manager**

Manages, trains and directs EAP Administrative Account Managers statewide. Administers policies and procedures that provide a high level of quality care and services for clients and their families. Acts as a regional liaison between EAP participants (clients), EAP service providers EAP Clinical Account Managers and employer representatives. Understands and communicates the specific needs of the EAP employer representative and individual employee participant to staff providers and network providers to ensure quality client services. Manages contract compliance through the efficient and effective processing of client appointments, employer seminars, orientations, workshops, etc. Coordinates delivery of EAP promotional materials, including posters, wallet cards, brochures, etc. Oversees organizational orientation and provider education of new administrative staff, clinical staff members and network providers. Leads the implementation of new procedures and programs by collecting and disseminating information to appropriate staff. Tracks regional client utilization of services through sophisticated scheduling software, coordinates payment to network providers for service delivery, and administers Client Satisfaction Surveys in person and telephonically, including follow-up to service delivery. Communicates EAP benefits and explains policies and procedures to client. Assists clients, as needed with paperwork (informed consents, HIPAA, confidentiality/release of information). Anticipates problems or complaints and initiates resolution immediately. Consults with clinical staff as needed for effective grievance resolution. Relies on extensive experience and judgement to plan and accomplish tasks in a creative/flexible manner.

**Regional Radiologist**

February 1991 to July 1995

**Billing Supervisor**

Supervised the billing department. Managed daily operations from data entry of procedures performed to accounts payable and receivable and daily collections. Managed, trained and interviewed new personnel for job responsibilities.

**FOREIGN LANGUAGE FLUENCY:** Spanish

**Marilyn Barrera**  
**Central Texas Regional Manager**

**OBJECTIVE**

to ensure overall administrative management of Ft. Worth, Dallas, Bryan, Houston, Austin, Round Rock and San Marcos office personnel and serve as a Customer Service Representative for the Organization employees and their dependents as part of the Employee Assistance Program. To ensure that administrative staff, including receptionists, and insurance coordinators provide administrative support to clinicians, and assist clients with appointments, coordination of services and referrals to Network Provider as needed.

**EDUCATION**

Currently attending University of Texas and pursuing an Accounting/General Business Degree

**EXPERIENCE**

**Deer Oaks Mental Health Associates, P.C.**

**September 1996 to Present**

**Central/North Texas Regional Administrative Manager**

Primary area of responsibility includes the administrative management of the Austin office, but also includes oversight of all other current Central and North Texas offices, including Austin, San Antonio, Ft. Worth, Dallas, San Marcos, Round Rock, and Bryan. Other responsibilities include the development and management of these offices, including the hiring and firing of administrative staff, staff training and implementation of new and current business contracts. Familiar with current EAP Service delivery to the San Antonio North East Independent School District. Manages contract compliance and initiates Network Provider billing for Texas Department of Protective and Regulatory Services and EAP Network Providers. Responsible for customer service complaint resolution and satisfaction and seeks direction and assistance as needed from the Management Team.

**From 1996 to 1994**

**Vanity Corporation, McAllen, TX - Bookkeeper/Secretary.** Responsible for receiving and ordering merchandise, as well as keeping an accurate inventory. In charge of bank reconciliation, public relations and financial status reports.

**From 1991 to 1994**

**New York Expressions, Inc. McAllen, TX - Assistant Manager.** Called on customers to make appointments, kept records of daily sales, deposit daily money from sales, calculate time cards for other employees, received and paid for merchandise from UPS, ordering merchandise by phone, responsible for correspondence and for interviewing sales personnel.

**From 1992 to 1996 Gold**

**Palace, McAllen, TX - Bookkeeper/Secretary.** This was seasonal employment keeping all sales books accurate, reconciling bank statement and keeping track of sales for IRS purposes.

**FOREIGN LANGUAGE FLUENCY:** Spanish



**Deer Oaks  
Mental Health Associates  
INFORMED CONSENT**

**Below are listed some important facts regarding your treatment at Deer Oaks. Please read them carefully. If you have any questions, please raise them with your therapist.**

**Services Provided:** Deer Oaks provides psychological services including diagnostic assessments & treatment planning, psychological testing, consultations, individual/family, & group psychotherapy, EAP services, and parent training. Your therapist will discuss with you the treatment choices best suited for your needs. The extent and duration of your evaluation/treatment will depend upon your choice and the recommendation of your therapist/evaluator.

**Session Duration:** A session lasts 45 to 50 minutes; a half session lasts twenty-five minutes.

**Fee Information:** Please refer to fee schedule on the reverse of this page.

**Payment of Fees:** Payment is appreciated at each visit. We will assist in completing health insurance claims; however, the client, not the insurance company, is responsible for payment of the bill. If another arrangement is needed, please consult with the therapist. All efforts will be made to work out an acceptable methods of payment. If the client fails to attend to repeated attempts to negotiate payment, Deer Oaks will utilize an outside collection agency for delinquent accounts.

**Cancellation policy:** If you need to cancel an appointment, please notify this office as soon as possible. A missed appointment without 24 hour advance notification will be charged as a session.

**Confidentiality:** All information and records will be kept confidential, and will be held in accordance with state laws regarding the confidentiality of such records and information. However, records and/or information will be released regardless of consent under the following circumstances:

- 1) According to state and local laws, therapists must report all cases of physical or sexual abuse or neglect of minors or the elderly to the appropriate agency;
- 2) According to state and local laws, therapists must report all cases in which there exists a danger to self or others to the appropriate agency;
- 3) When authorized by the recipient of services in order to process medical insurance claims and to authorize payment of benefits;
- 4) In the event that a patient is in need of emergency services and other medical personnel need to be contacted.
- 5) In the event that your records may be subpoenaed by court.

**Right of Access to Records:** Adult patients, and legal guardians of minors, including managing and possessory conservators, have the right to access the record of the services provided to them at Deer Oaks. Please discuss any questions you have about this with your therapist/evaluator.

**Emergency/On call Services:** Deer Oaks Mental Health Associates provides 24 hour, 7 days a week, emergency on-call services. Although it may not be possible to reach a particular therapist using this service, the on-call therapist is a caring and trained professional who is available to handle immediate concerns.

**Treatment of Minors:** Treatment of children under 18 will be provided only with the consent of the legal guardian. By signing this consent form, the client acknowledges that he or she is the legal guardian (as established by the state or by divorce decree) of any minor presented for treatment.

**I have read and understand this statement of informed consent. I consent to treatment at Deer Oaks Mental Health Associates with the knowledge of the above conditions.**

\_\_\_\_\_  
Client/Guardian Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness Signature

\_\_\_\_\_  
Date



Deer Oaks EAP Services
Authorization to Obtain/Exchange Information

Patient Name Birth date Social Security Number

Street Address City State Zip Code

I do hereby consent to the exchange and/or disclosure of information regarding the evaluation and treatment of the above named person and acknowledge that I have the legal right to grant this authorization for release of information.

BY AND BETWEEN (Deer Oaks Location)

AND (Print name, Address, & Phone #)

Empty box for signature of Deer Oaks location.

Empty box with lines for signature, address, and phone number.

The disclosure of information and records authorized herein is done in order to facilitate the continuity of care, and/or assistance with diagnosis and treatment planning. I specifically request that the following information be released:

- Complete Psychiatric, Psychological, or Medical Record
Alcohol &/or Drug Testing Results
School/Academic or Vocational Records/Documents
Psychological Evaluation Results
Progress Notes, including Diagnostic Assessment, & Treatment Plan
Other:

Note: Please specify particular instructions or restrictions for release of information.

I understand that my record may be protected under the federal regulations governing Confidentiality of Alcohol and Drug Abuse patient Records, 42 CFR, Part 2, and cannot be disclosed without my written consent unless otherwise provided for in the regulations. I also understand that I may revoke this authorization at any time, except to the extent that action has been taken in reliance on it, and that in any event this consent expires automatically at the time specified below:

This consent will expire: Upon Termination of Treatment
Other:

I agree that a photocopy/fax of this authorization is to be considered as effective as the original.

Signature of Parent/Legal Guardian

Relationship to Patient

Signature of Witness

Date



DEER OAKS  
EAP SERVICES

EAP ADULT HISTORY FORM

DEMOGRAPHIC INFORMATION

Name: \_\_\_\_\_ Today's Date: \_\_\_\_\_  
Social Security Number: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_ Who referred you to Deer Oaks? \_\_\_\_\_  
Sex:  Male  Female Date of Birth: \_\_\_\_\_ Age: \_\_\_\_\_  
Marital Status:  Single  Married  Divorced (Date: \_\_\_\_\_)  Separated (Date: \_\_\_\_\_)  Widowed  
Race:  Anglo  Hispanic  African American  Other \_\_\_\_\_

EDUCATION/EMPLOYMENT

Job Position: \_\_\_\_\_  
How long have you been employed by The City? \_\_\_\_\_  
Highest Grade Completed: \_\_\_\_\_ Special Education:  Yes  No If yes, grade(s): \_\_\_\_\_  
Please describe any work-related stress/difficulties: \_\_\_\_\_

MEDICAL/SOCIAL/PSYCHOLOGICAL HISTORY

Medical Conditions: \_\_\_\_\_

Physicians you are in treatment with: Name	Address/Telephone Number	Dates
_____	_____	_____
_____	_____	_____

Why are you seeking treatment? \_\_\_\_\_

When did the problem begin? \_\_\_\_\_

What have you done to try to improve the problem? \_\_\_\_\_

Do you have contact with friends, family, and/or loved ones who are supportive to you?  Yes  No

Are you having legal/financial difficulties?  Yes  No

How have your current difficulties impaired your (Circle One):

Job Performance/Satisfaction/Attendance:	Not at all	Somewhat	Extremely
Familial Relationships:	Not at all	Somewhat	Extremely
Parenting:	Not at all	Somewhat	Extremely
Health:	Not at all	Somewhat	Extremely
Relationships with Peers/Coworkers/Friends:	Not at all	Somewhat	Extremely
Relationships with Supervisors:	Not at all	Somewhat	Extremely
Academic Performance:	Not at all	Somewhat	Extremely

Have you been:

Hospitalized for emotional problems?  Yes  No If yes, list dates/location \_\_\_\_\_

In counseling/therapy before?  Yes  No If yes, was it helpful? \_\_\_\_\_

On psychotropic medication?  Yes  No If yes, list medication/dosage \_\_\_\_\_

List all names of family members who will be participating in EAP at Deer Oaks:

Name	Relationship to you
_____	_____
_____	_____
_____	_____



CHILD AND ADOLESCENT HISTORY FORM

Name: \_\_\_\_\_ Date of Birth: \_\_\_\_\_ Age: \_\_\_\_\_

Gender: Male/Female Race: [ ]Anglo [ ]Hispanic [ ]African-American [ ]Other School: \_\_\_\_\_

Grade: \_\_\_\_\_ Teacher's Name: \_\_\_\_\_ Special Education: [ ]Yes [ ]No

Since When? \_\_\_\_\_ What kinds of grades is your child earning? \_\_\_\_\_

Mother's Name: \_\_\_\_\_ Father's Name: \_\_\_\_\_ How many people live in your home? \_\_\_\_\_

Why are you seeking treatment? (Please describe in detail): \_\_\_\_\_

How long has this problem(s) been present? \_\_\_\_\_

**BACKGROUND INFORMATION**

Are the biological parents: [ ]Divorced [ ]Separated [ ]Widowed. If so, what age did this occur? \_\_\_\_\_

If divorced, who has legal custody? \_\_\_\_\_ What was the child's first language? \_\_\_\_\_

What forms of discipline do you use? \_\_\_\_\_ Do the parents agree on discipline? \_\_\_\_\_

**DEVELOPMENTAL INFORMATION**

Were there any significant problems during the pregnancy? \_\_\_\_\_ Please describe: \_\_\_\_\_

Was either alcohol or drugs consumed during the pregnancy? \_\_\_\_\_ How much? \_\_\_\_\_

Length of pregnancy: \_\_\_\_\_ Birth weight: \_\_\_\_\_ Complications during delivery? [ ]Yes [ ]No

If yes, please describe: \_\_\_\_\_

During **infancy (0-12 months)** did your child exhibit problems with any of the following:

- |                                |                                  |
|--------------------------------|----------------------------------|
| Walking _____                  | Feeding _____                    |
| Intolerance of Affection _____ | Sitting unassisted _____         |
| Crawling _____                 | Inability to be consoled ) _____ |

Please describe any other problems during this period: \_\_\_\_\_

During **toddlerhood (1to 3 years)** did your child exhibit any problems with any of the following:

- |                              |                                 |
|------------------------------|---------------------------------|
| Walking unassisted _____     | Feeding self _____              |
| Talking (First words) _____  | Toilet training _____           |
| Severe temper tantrums _____ | Self destructive Behavior _____ |

Please describe any other problems during this period: \_\_\_\_\_

During **childhood (3 years and up)** did your child exhibit problems with any of the following:

- |                                       |                            |
|---------------------------------------|----------------------------|
| Reading skills _____                  | Math skills _____          |
| Academic failure _____                | Destroying property _____  |
| Problems following instructions _____ | Sadness/irritability _____ |
| Obedying adults _____                 | Running away _____         |
| Nervousness _____                     | Short attention span _____ |

Please describe any other problems during this period: \_\_\_\_\_

Has your child ever been hospitalized? \_\_\_\_\_ Reason: \_\_\_\_\_

Current medications and dosages: \_\_\_\_\_

Who prescribes the medications? \_\_\_\_\_

Has your child suffered from any major illnesses, surgeries, or been knocked unconscious? [ ]Yes [ ]No

If so, please describe: \_\_\_\_\_

Has your child ever:

Been arrested: [ ]Yes [ ]No If so, for what reason: \_\_\_\_\_

Used Drugs: [ ]Yes [ ]No If so, list type and frequency: \_\_\_\_\_

Been sexually active: [ ]Yes [ ]No

What else would you like us to know about your child? \_\_\_\_\_

**SYMPTOM CHECKLIST**

In order for us to provide thorough services, please complete the following scale. Please rate each behavior or emotion by circling 1, 2, 3, or 4 with regard to how frequently your child exhibits the behavior or emotion:

**1 = Not At All      2 = A little      3 = Moderate      4 = Severe or very frequently**

- |   |   |                           |
|---|---|---------------------------|
| 1 2 3 4 Fearful/Nervous                     | 1 2 3 4 Sad/Unhappy/Crying Spells         | 1 2 3 4 Temper tantrums   |
| 1 2 3 4 Can't fall asleep                   | 1 2 3 4 Picky/Finicky/Eats too little     | 1 2 3 4 Eats too much     |
| 1 2 3 4 Overweight                          | 1 2 3 4 Nightmares                        | 1 2 3 4 Won't sleep alone |
| 1 2 3 4 Bedwetting                          | 1 2 3 4 Worries/Feelings easily hurt      | 1 2 3 4 Soils self        |
| 1 2 3 4 Aches & pains                       | 1 2 3 4 Aggressive with peers             | 1 2 3 4 Shy               |
| 1 2 3 4 Restless/Impulsive                  | 1 2 3 4 Inattentive/Daydreams             | 1 2 3 4 Problems learning |
| 1 2 3 4 Lies                                | 1 2 3 4 Won't sit still/Hyperactive       | 1 2 3 4 Mood swings       |
| 2 3 4 Difficult to understand               | 1 2 3 4 Trouble with police               | 1 2 3 4 Gets sick a lot   |
| 1 2 3 4 Engages in sex play                 | 1 2 3 4 Bossy                             | 1 2 3 4 Steals            |
| 1 2 3 4 Defiant/Oppositional/Stubborn/Sassy | 1 2 3 4 Can't do things other kids can do |                           |



Deer Oaks Mental Health Associates  
EAP Diagnostic Assessment

Employee Name: \_\_\_\_\_  
Employee SS#: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ D.O.B. \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
Age: \_\_\_\_\_ Gender: F M Marital Status: \_\_\_\_\_

EAP Eligibility Verified? YES NO Date: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
Participant: \_\_\_\_\_  
D.O.B: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ SS#: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
Age: \_\_\_\_\_ Gender: F M Marital Status: \_\_\_\_\_  
Emergency Contact: \_\_\_\_\_  
Phone: ( ) \_\_\_\_\_  
Relationship: \_\_\_\_\_

Participant Status: Employee Dependent  
Type of Referral: Self Mandatory

Will there be any other Dependents who will participate in TX? YES NO (If yes, open chart on each)  
Participant Health Plan: HMO Blue BC/BS  
POS Blue Choice (Plus) Other: \_\_\_\_\_

Employee Job Position: Teacher Administrative  
Supervisor/Manager Food Service Maintenance  
Transportation Other: \_\_\_\_\_

\*\*\*\*\*DO NOT WRITE BELOW THIS LINE\*\*\*\*\*

\*\*\*DO NOT WRITE BELOW THIS LINE\*\*\*

Date of Intake: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_  
Presenting Sx & Reason of Referral:

- Depression or Bipolar Disorder
- Anxiety or phobias or OCD
- Substance Abuse
- Trauma/ Physical or Sexual Abuse
- Adjustment Problems
- Marital/Family Problems
- Parenting Difficulties
- Conduct Disturbance/Oppositionality
- impulsivity/Hyperactivity/Inattention
- Academic: Possible LD Or MR
- Developmental Delays
- Social/Interpersonal Delays
- Social/Interpersonal Difficulties
- Thought Disorder/Psychosis
- Legal or Financial Problems
- Somatization
- Stress Management Problems
- Eating Disorder
- Personality Disorder/Traits
- Grief/Bereavement
- Dementia/Cognitive Deficits
- Work Related Difficulties
- Other: \_\_\_\_\_

MEDICAL HX: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

MSE:  
Orientation X4? Y N Appearance: \_\_\_\_\_  
Ethnicity: Caucas African Hispan Asian  
other: \_\_\_\_\_  
Speech: WNL Impaired Mood: \_\_\_\_\_  
Affect: \_\_\_\_\_; Memory: WNL Impaired  
Interpersonal Style: \_\_\_\_\_  
Delusions? Y N \_\_\_\_\_  
Hallucinations? Y N \_\_\_\_\_  
Judgement: \_\_\_\_\_; Insight: \_\_\_\_\_  
Risk Factors: Suicide YES NO  
Homicide YES NO  
Child/Elderly Abuse YES NO  
If yes to any, document intervention: \_\_\_\_\_

DX:  
AXIS I \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
AXIS II \_\_\_\_\_  
AXIS III \_\_\_\_\_  
AXIS IV \_\_\_\_\_  
AXIS V Current \_\_\_\_\_; Highest Past Yr: \_\_\_\_\_

Current Stressors. FHX/Social HX, & PAST PSYCH HX

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Treatment Recommendations:  
\_\_\_\_\_  
Individual/Family/Marital/Group Therapy  
Medication Consult by: \_\_\_\_\_  
\_\_\_\_\_  
Psych/Neuro Psych Testing  
\_\_\_\_\_  
Neurological or Speech/Hearing Eval/Tx  
\_\_\_\_\_  
Consult w/ PCP/Other Professional  
\_\_\_\_\_  
Consult w/ Employer/School/ Institution  
\_\_\_\_\_  
IOP, Partial Day Tx, or IP Tx  
\_\_\_\_\_  
Refer to: Health Plan Legal Financial Self-help  
\_\_\_\_\_  
AA/NA Other Community Resources

Clinician's Signature: \_\_\_\_\_ Date of Intake: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

We welcome any additional comments you would like to offer regarding the services you have received at Deer Oaks:

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# Client Satisfaction Brochure

Provided By:

Deer Oaks  
EAP Services



Deer Oaks  
Mental Health Associates, P.C.  
7272 Wurzbach Rd.; Suite 601  
San Antonio, Texas 78240

**Your Name (Optional):** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Your Insurance:** \_\_\_\_\_

**Employer:** \_\_\_\_\_

**Job Position:** \_\_\_\_\_

**Your Therapist:** \_\_\_\_\_

**Where were you seen? (Circle One):**

Fort Worth

Dallas

Other: \_\_\_\_\_

**Please rate your satisfaction with the following areas of service:**

1. How satisfied are you with our offices (clean & pleasant, convenience of location, parking facilities)?

1	2	3	4	5
Not Satisfied		Somewhat Satisfied		Very Satisfied

2. How satisfied are you with our administrative staff (friendly & courteous, handle your telephone calls and requests professionally and efficiently)?

1	2	3	4	5
Not Satisfied		Somewhat Satisfied		Very Satisfied

3. How satisfied are you with our hours of operation?

1	2	3	4	5
Not Satisfied		Somewhat Satisfied		Very Satisfied

Satisfied  
 4. How satisfied are you with the availability of appointments (time to wait before initial appointment, time between appointments)?

1	2	3	4	5
Not Satisfied		Somewhat Satisfied		Very Satisfied

Have you ever needed to access our emergency on call services? Yes No **If Yes, answer # 5, otherwise go to # 6.**

5. How satisfied are you with the availability of a therapist for emergencies?

1	2	3	4	5
Not Satisfied		Somewhat Satisfied		Very Satisfied

6. How satisfied are you with the interview and/or testing you received (accurate, comprehensive, professional, helpful)?

1	2	3	4	5
Not Satisfied		Somewhat Satisfied		Very Satisfied

7. How satisfied are you with your therapist (professional, understanding, listens well, competent)?

1	2	3	4	5
Not Satisfied		Somewhat Satisfied		Very Satisfied

8. Has your therapy helped you to understand your issues/difficulties better?

1	2	3	4	5
Not At All		Somewhat		Definitely Yes

9. Has your therapy helped you to reduce your symptoms?

1	2	3	4	5
Not At All		Somewhat		Definitely Yes

10. Has your therapy helped you to improve your overall level of functioning (way you feel, productivity, self-esteem, quality of relationships)?

1	2	3	4	5
Not At All		Somewhat		Definitely Yes

11. How satisfied are you with the overall quality of care you have received at Deer Oaks?

1	2	3	4
Not Satisfied		Somewhat Satisfied	Very Satisfied

12. Would you refer a friend or comeback yourself again in future?

1	2	3	4	5
Definitely No		Maybe		Definitely Yes



## Brief Client Rating EAP Intake

Identify the main problem for which you are seeking help. Try to be specific; often problems can be clearly described in terms of behaviors that are engaged in too much or too little.

PROBLEM: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

not at all    a little bit    moderately    quite a bit    extremely

1. Fill in the circle that describes how much the problem that you identified above bothers you:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. In the past week, how much has emotional upset: -gotten you down physically?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-made you stay home in bed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-made you unable to do your usual work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. At the present time, how upset or distressed are you feeling?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. At the present time, how well do you feel you are getting along emotionally and psychologically?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. In the past week, how much discomfort has each of the following caused you?					
-feeling lonely?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-feeling blue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-feeling fearful?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-feeling that people are unfriendly or dislike you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-having trouble getting your breath?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-feeling weak in parts of your body?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-feeling suddenly scared for no reason?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Brief Client Rating EAP Follow-up

Date: \_\_\_ / \_\_\_ / \_\_\_

NAME: \_\_\_\_\_ Employer: \_\_\_\_\_

not at all    a little bit    moderately    quite a bit    extremely

1 Earlier you identified the main problem(s) for which you sought help at this office. Rate how much this problem has bothered you in the past week to determine if there has been a change since your last visit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. In the past week, how has emotional upset:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-gotten you down physically?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-made you stay at home in bed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-made you unable to do your usual work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. At the present time, how upset or distressed are you feeling?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. At the present time, how well do you feel you are getting along emotionally and psychologically?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. In the past week, how much discomfort has each of the following caused you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-feeling lonely?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-feeling blue?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-feeling fearful?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-feeling that people are unfriendly or dislike you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-having trouble getting your breath?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-feeling weak in parts of your body?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-feeling suddenly scared for no reason?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Utilization Report

ABC Company

From: January 01, 2003 To: December 31, 2003

General Summary

Contacts/Hours Summary

DESCRIPTION	TOTAL
Total Contact Hours	71.22
Contact Utilization Rate	16.33%
Contact Annualized Rate	16.33%
Total Contacts	83

Population/Utilization Rate

DESCRIPTION	TOTAL
Case Utilization Rate	5.71%
Case Annualized Rate	5.71%
Employee Population (Weighted)	502
Total Clients Served	30
Total No Shows	0
Ave. Days Between First Call & First Appt. Offered	6

New/Ongoing Case Summary

DESCRIPTION	TOTAL
Total New Cases	29
Open Cases At 01/01/2003	0
Open Cases At 12/31/2003	17
Total Cases To 12/31/2003	29

Referral/Closed Case Count

DESCRIPTION	TOTAL
Total Cases Closed	12
Referrals Accepted	3
Total Referred	8

Historical Utilization

01/01/98-12/31/98	01/01/99-12/31/99	01/01/00-12/31/00	01/01/01-12/31/01	01/01/02-12/31/02
0.00%	0.00%	0.00%	0.00%	0.00%

Client Type Summary

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Employee	2	40.0%	14	58.3%	16	55.2%	0	0.0%	
Declined	2	40.0%	8	33.3%	10	34.5%	0	0.0%	
Laid-Off Employee	1	20.0%	1	4.2%	2	6.9%	0	0.0%	
Dependant	0	0.0%	1	4.2%	1	3.4%	0	0.0%	
<b>TOTAL</b>	<b>5</b>		<b>24</b>		<b>29</b>		<b>0</b>		

Contact Type Summary

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
In-Person Counseling	10.00	87.0%	42.00	70.3%	52.00	73.0%	0.00	0.0%	
Case Management	0.00	0.0%	6.55	11.0%	6.55	9.2%	0.00	0.0%	
Administration	0.00	0.0%	3.53	5.9%	3.53	5.0%	0.00	0.0%	
Travel	0.00	0.0%	3.00	5.0%	3.00	4.2%	0.00	0.0%	
Intake	0.50	4.3%	2.25	3.8%	2.75	3.9%	0.00	0.0%	
Telephone Counseling	1.00	8.7%	1.10	1.8%	2.10	2.9%	0.00	0.0%	
Declined	0.00	0.0%	1.08	1.8%	1.08	1.5%	0.00	0.0%	
Provider Search	0.00	0.0%	0.20	0.3%	0.20	0.3%	0.00	0.0%	
<b>TOTAL</b>	<b>11.50</b>		<b>59.72</b>		<b>71.22</b>		<b>0.00</b>		

Case Status

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
New Case	4	80.0%	13	54.2%	17	58.6%	0	0.0%	
Declined	0	0.0%	7	29.2%	7	24.1%	0	0.0%	
Re-User New Problem	0	0.0%	3	12.5%	3	10.3%	0	0.0%	
Re-User Same Problem	1	20.0%	1	4.2%	2	6.9%	0	0.0%	
<b>TOTAL</b>	<b>5</b>		<b>24</b>		<b>29</b>		<b>0</b>		

Utilization Report

ABC Company

From: January 01, 2003 To: December 31, 2003

Gender Summary

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Male	4	80.0%	17	70.8%	21	72.4%	0	0.0%	
Female	0	0.0%	4	16.7%	4	13.8%	0	0.0%	
Declined	1	20.0%	3	12.5%	4	13.8%	0	0.0%	
<b>TOTAL</b>	<b>5</b>		<b>24</b>		<b>29</b>		<b>0</b>		

Marital Status

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Married	3	60.0%	7	29.2%	10	34.5%	0	0.0%	
Divorced	1	20.0%	6	25.0%	7	24.1%	0	0.0%	
Single	0	0.0%	6	25.0%	6	20.7%	0	0.0%	
Declined	1	20.0%	5	20.8%	6	20.7%	0	0.0%	
<b>TOTAL</b>	<b>5</b>		<b>24</b>		<b>29</b>		<b>0</b>		

Risk Code

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Declined	0	0.0%	19	79.2%	19	65.5%	0	0.0%	
Medium Risk	3	60.0%	1	4.2%	4	13.8%	0	0.0%	
Low Risk	2	40.0%	1	4.2%	3	10.3%	0	0.0%	
High Risk	0	0.0%	2	8.3%	2	6.9%	0	0.0%	
No Risk	0	0.0%	1	4.2%	1	3.4%	0	0.0%	
<b>TOTAL</b>	<b>5</b>		<b>24</b>		<b>29</b>		<b>0</b>		

Primary Presenting Problem

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Addictions	2	40.0%	9	37.5%	11	37.9%	0	0.0%	
Declined	0	0.0%	6	25.0%	6	20.7%	0	0.0%	
Career	1	20.0%	2	8.3%	3	10.3%	0	0.0%	
Family/Children	1	20.0%	1	4.2%	2	6.9%	0	0.0%	
Drugs	0	0.0%	2	8.3%	2	6.9%	0	0.0%	
Personal	0	0.0%	1	4.2%	1	3.4%	0	0.0%	
Emotional	0	0.0%	1	4.2%	1	3.4%	0	0.0%	
Grief	1	20.0%	0	0.0%	1	3.4%	0	0.0%	
Financial	0	0.0%	1	4.2%	1	3.4%	0	0.0%	
Eldercare	0	0.0%	1	4.2%	1	3.4%	0	0.0%	
<b>TOTAL</b>	<b>5</b>		<b>24</b>		<b>29</b>		<b>0</b>		

Secondary Presenting Problem

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Drugs	2	40.0%	6	40.0%	8	40.0%	0	0.0%	
Career	1	20.0%	1	6.7%	2	10.0%	0	0.0%	
Emotional	1	20.0%	1	6.7%	2	10.0%	0	0.0%	
Addictions	0	0.0%	2	13.3%	2	10.0%	0	0.0%	
Family/Children	0	0.0%	2	13.3%	2	10.0%	0	0.0%	
Eldercare	0	0.0%	2	13.3%	2	10.0%	0	0.0%	
Personal	0	0.0%	1	6.7%	1	5.0%	0	0.0%	
Financial	1	20.0%	0	0.0%	1	5.0%	0	0.0%	
<b>TOTAL</b>	<b>5</b>		<b>15</b>		<b>20</b>		<b>0</b>		

Utilization Report

ABC Company

From: January 01, 2003 To: December 31, 2003

Impact of Problem

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Declined	0	0.0%	20	83.3%	20	69.0%	0	0.0%	
Lateness	1	20.0%	2	8.3%	3	10.3%	0	0.0%	
Tired	2	40.0%	0	0.0%	2	6.9%	0	0.0%	
Poor Relationships	0	0.0%	1	4.2%	1	3.4%	0	0.0%	
Suspension	1	20.0%	0	0.0%	1	3.4%	0	0.0%	
Tardiness	1	20.0%	0	0.0%	1	3.4%	0	0.0%	
Absenteeism	0	0.0%	1	4.2%	1	3.4%	0	0.0%	
<b>TOTAL</b>	<b>5</b>		<b>24</b>		<b>29</b>		<b>0</b>		

Closing Recommendation

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Read A Self-Help Book	2	50.0%	2	25.0%	4	33.3%	0	0.0%	
Become involved with Community	2	50.0%	1	12.5%	3	25.0%	0	0.0%	
Additional Sessions	0	0.0%	2	25.0%	2	16.7%	0	0.0%	
No Recommendation	0	0.0%	2	25.0%	2	16.7%	0	0.0%	
Declined	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
<b>TOTAL</b>	<b>4</b>		<b>8</b>		<b>12</b>		<b>0</b>		

Resolution

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Issue Resolved	3	75.0%	3	37.5%	6	50.0%	0	0.0%	
Issue Not Resolved	0	0.0%	3	37.5%	3	25.0%	0	0.0%	
Client Declined Further Counseling	1	25.0%	1	12.5%	2	16.7%	0	0.0%	
Declined	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
<b>TOTAL</b>	<b>4</b>		<b>8</b>		<b>12</b>		<b>0</b>		

Outcome in the Workplace

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Reduced Lateness	1	25.0%	3	37.5%	4	33.3%	0	0.0%	
Stronger Demeanor	2	50.0%	2	25.0%	4	33.3%	0	0.0%	
Declined	0	0.0%	2	25.0%	2	16.7%	0	0.0%	
Late	1	25.0%	0	0.0%	1	8.3%	0	0.0%	
Early	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
<b>TOTAL</b>	<b>4</b>		<b>8</b>		<b>12</b>		<b>0</b>		

Primary Assessed Problem

DESCRIPTION	1/1-6/30		7/1-12/31		YTD		PYTD		Chart
Addictions - Gambling	2	50.0%	1	12.5%	3	25.0%	0	0.0%	
Financial	1	25.0%	1	12.5%	2	16.7%	0	0.0%	
Family - Other	1	25.0%	0	0.0%	1	8.3%	0	0.0%	
Family - Elder Related	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
Addictions - Smoking	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
Workplace - Career	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
Workplace - Transition	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
Marital - Divorce	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
Declined	0	0.0%	1	12.5%	1	8.3%	0	0.0%	
<b>TOTAL</b>	<b>4</b>		<b>8</b>		<b>12</b>		<b>0</b>		

Utilization Report

ABC Company

From: January 01, 2003 To: December 31, 2003

Secondary Assessed Problem

DESCRIPTION	1/1-6/30	7/1-12/31	YTD	PYTD	Chart
Declined	1 25.0%	2 25.0%	3 25.0%	0 0.0%	
Addictions - Gambling	0 0.0%	2 25.0%	2 16.7%	0 0.0%	
Workplace - Stress	0 0.0%	1 12.5%	1 8.3%	0 0.0%	
Family - Child Related	1 25.0%	0 0.0%	1 8.3%	0 0.0%	
Workplace - Return To Work	1 25.0%	0 0.0%	1 8.3%	0 0.0%	
Addictions - Alcohol	0 0.0%	1 12.5%	1 8.3%	0 0.0%	
Marital - Relationship	0 0.0%	1 12.5%	1 8.3%	0 0.0%	
Family - Other	0 0.0%	1 12.5%	1 8.3%	0 0.0%	
Legal	1 25.0%	0 0.0%	1 8.3%	0 0.0%	
<b>TOTAL</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>0</b>	

Resource Referral Problem ( based on 4 Cases )

DESCRIPTION	1/1-6/30	7/1-12/31	YTD	PYTD	Chart
Addictions - Alcohol	2 28.6%	0 0.0%	2 22.2%	0 0.0%	
Addictions - Drug	2 28.6%	0 0.0%	2 22.2%	0 0.0%	
Addictions - Gambling	2 28.6%	0 0.0%	2 22.2%	0 0.0%	
Declined	0 0.0%	1 50.0%	1 11.1%	0 0.0%	
Legal	1 14.3%	0 0.0%	1 11.1%	0 0.0%	
Financial	0 0.0%	1 50.0%	1 11.1%	0 0.0%	
<b>TOTAL</b>	<b>7</b>	<b>2</b>	<b>9</b>	<b>0</b>	

Referral Summary

DESCRIPTION	1/1-6/30	7/1-12/31	YTD	PYTD	Chart
Career/Vocational	0 0.0%	2 33.3%	2 33.3%	0 0.0%	
Counseling	0 0.0%	2 33.3%	2 33.3%	0 0.0%	
Group Therapy	0 0.0%	2 33.3%	2 33.3%	0 0.0%	
Mediation	0 0.0%	2 33.3%	2 33.3%	0 0.0%	
<b>TOTAL</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>0</b>	

Event Summary

DATE	EVENT TYPE	DUR	LOCATION	ATT	DETAILS
01/01/2003	Orientation	3.50		55	Launch of program with all staff present from location. Very positive response to EAP.
10/10/2003	General Meeting	1.25	Head Office	25	General Meeting went very well.
11/05/2003	Drug & Alcohol Seminar	2.00		20	Seminar attended by all administrative staff. Will follow-up with another in the new year.
<b>TOTAL</b>		<b>6.75</b>		<b>100</b>	<b>3</b>

Trauma Summary

DATE	TYPE	DUR	LOCATION	ATT	DETAILS
02/12/2003	Workplace Accident	2.58		25	Staff injured at factory when shelving unit collapsed. No serious injuries but staff upset.
11/01/2003	Theft	5.37	23 East dr.	2	Several computers and personal files stolen from head office over night.
11/03/2003	Car Accident	2.50		30	Staff upset over serious accident involving fellow staff member.
<b>TOTAL</b>		<b>10.45</b>		<b>57</b>	<b>3</b>

**RETURN ON INVESTMENT**  
 Estimated Return on Productivity

**ASSUMES:**

- 20.00% of workforce distressed;
- 20.00% productivity loss from distressed staff;
- 5.71% utilization rate;
- 65.00% success through EAP counseling;
- 60 days it takes to get back to full productivity.

**COSTS WITHOUT EAP**

A.	Number of employees in the plan.....	502
B.	Number of troubled employees ..... (assume 20.00% of employees are distressed)                      (A x 0.20)	100
C.	Average annual wages and benefits paid to troubled employees .....	\$40,000.00
D.	Wages to troubled employees                      (B x C) .....	\$4,016,000.00
E.	Cost of reduced productivity without EAP .....	\$803,200.00
	(assume 20.00% productivity loss)                      (D x 0.20)	

**COSTS WITH EAP**

F.	Number of troubled employees contacting EAP (A x 0.06) .....	29
G.	Number of troubled employees who contact EAP and reach goal ..... (assume 65.00% success rate)                      (F x 0.65)	19
H.	Number of employees who contact EAP and don't reach goal as well ..... as those who are assumed to be distressed and do not contact EAP                      (B - G)	82
I.	Cost of reduced productivity for employees listed in "H" .....	\$654,146.16
	(H x C x 0.20)	
J.	Cost of reduced productivity for employees in "G" .....	\$24,502.00
	(assumes that even those employees who are successful in EAP require time to return to productivity)                      (G x C x 0.20 x 0.16)	
K.	Cost of the EAP .....	\$10,000.00
L.	Cost of reduced productivity with EAP                      (I + J + K) .....	\$688,648.16

**3. SAVINGS WITH EAP**

M.	Estimated Return on Productivity (E - L) .....	\$114,551.84
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**4. RETURN ON INVESTMENT**

(M / K)		11.46:1
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Utilization Report

ABC Company

From: January 01, 2003 To: December 31, 2003

Employee Turnover

ASSUMES:

- 5.71% utilization rate;
- 5.00% of users are at "high risk" to leave their job;
- \$90,000.00 in replacement costs (assumes \$60,000.00 annual wages/benefits times 1.5 for replacement costs);
- 65.00% success through EAP counseling.

A. Number of employees in the plan	.....	502
B. Number of EAP users (A x 0.06)	.....	29
C. Hi-Risk (5.00% of EAP-users at "high risk" for turnover) (B x 5.00)	.....	1
D. Success rate in EAP (i.e., number of "high risk" employees who don't leave company) (C x 0.65)	.....	1
E. EAP users who do leave (C - D)	.....	1

SAVINGS ON EMPLOYEE TURNOVER WITH EAP

F. (D x \$60,000.00)	.....	\$83,842.79
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COST OF EMPLOYEE TURNOVER WITH EAP

G. (E x \$60,000.00)	.....	\$45,146.12
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NET SAVINGS

(F - G)	.....	\$38,696.67
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Utilization Report

ABC Company

From: January 01, 2003 To: December 31, 2003

Estimated Savings On Short-Term Disability Costs

ASSUMES:

- 3.00% of employee population will go on STD leave;
- 5.71% utilization rate;
- 65.00% success through EAP counseling;
- \$8,400.00 average cost per short-term disability case.

A. Number of employees	.....	502
B. Number of employees at risk to go on short-term disability (A x 0.03)	.....	15
C. Number of employees at risk to go on short-term disability who use EAP (B x 0.06)	.....	1
D. Number of "high risk" employees who reach goal and do not utilize STD benefit (C x 0.65)	.....	1
<b>OPPORTUNITY SAVINGS ON STD-COSTS</b>		
(D x \$8,400.00)	.....	\$4,695.20

Utilization Report

ABC Company

From: January 01, 2003 To: December 31, 2003

**Summary**

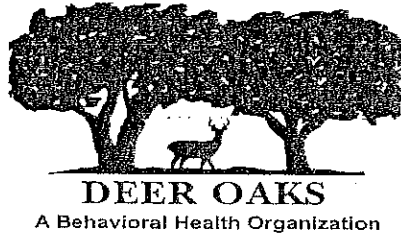
Estimated Return on Productivity: .....\$114,551.84

Employee Turnover: .....\$38,696.67

Estimated Savings on STD Costs: .....\$4,695.20

**TOTAL COST SAVINGS FROM EAP: .....\$157,943.70**

Therefore, by using this EAP, your company has realized a cost-savings of \$157,943.70 (based on the above calculations) for the period January 01, 2003 to December 31, 2003.



Date

XXXX  
XXXXXXXXXX

Re: Annual EAP Management Review Summary Report

Dear XXXXX,

Attached please find the Annual EAP Utilization Review Report for XXXX. The utilization data continues to indicate that the employees and dependents of XXXX find the services provided by Deer Oaks to be both helpful and easily accessible.

Deer Oaks received a total of 456 calls regarding the EAP for the year of 2001, which represents an annual penetration rate of 6.07%. Of these 456 calls, there were 321 employees/dependents who had an intake, which translates into an annual penetration rate of 4.28%. This is a very strong rate of penetration (which is consistent with the national average for EAP utilization) and indicates a positive degree of employee knowledge of and belief in the utility and confidentiality of the EAP.

There were a total of 977 EAP visits provided during the year, with the mean number of visits per patient being 4.01. The range was from 1-14. The greatest number of visits were provided in the months of January and September, times of high stress for many employees.

The average age of the employee/dependent population accessing the services was 36.53, with 21% of the clients being children/adolescents, 79% adults, and with no elderly EAP clients. The majority of the employees accessing services were female (63%) and either married (36%) or single (29%). Approximately 54% of the clients accessing services were Caucasian, 10% African-American, and 24% Hispanic.

The majority of the EAP visits were provided to teachers (39.07%) and dependents (27.33%). Impressively, there was utilization of the EAP from a number of different departments/job positions, reflecting a sound sense of awareness of the availability of the EAP throughout the District.

There were a total of 2 mandatory referrals made to the EAP during the year, with the remainder being self-referrals. 100% of these are have completed their follow-up assessments and have returned to work. Anger management and substance abuse violations were the reasons for the mandatory referrals.

Of the diagnostic presentations, 22.4% had a primary substance abuse problem; 14.2% had a diagnosis of an Adjustment Disorder, and 24.5% had either a marital, parent-child, or other relational problem.

There were 8 training seminars provided during the year on a wide variety of topics. Training seminar survey results indicated a very positive degree of satisfaction with these seminars.

With regard to prevention, education, and promotion of the EAP, Deer Oaks provided a total of 11,401 promotional materials including 2926 awareness document mailings, 5600 brochures, 75 posters, and 2800 wallet cards.

The employees/dependents accessing the services of the Deer Oaks EAP have been very satisfied, with an overall Patient Satisfaction Rate of 89.16% being "Very Satisfied" across all areas. 89.2% of the responses indicated that they would definitely refer a friend or family member to the program. And there was a 93.2% Satisfaction rating with the therapist. There were no complaints filed during the year.

There were a total of 43 referrals made during the year, with 45% of these being to a community agency, and 55% being to the employee's health plan.

This Utilization data is respectfully submitted to you for your review. Please do not hesitate to contact me should you have any questions.

Sincerely,

Melinda Down, Ph.D.  
Director of Clinical Operations/Training

# DEER OAKS EAP SERVICES SUPERVISORS SUPPLEMENT

October 2005



## The art of positive feedback

One of the most common complaints of employees is that they do not feel appreciated by their supervisors or companies. This often leads to a loss of motivation and enthusiasm for their job. As supervisors, you can never underestimate the power of positive feedback. Too often we focus on the negative, quickly pointing out to someone when s/he makes a mistake while forgetting to acknowledge them when they do something right. Catching someone doing something right and giving them a compliment or positive feedback results in improved performance and increases the likelihood that that person will do the behavior again. Giving positive feedback can be a powerful tool for employee motivation. When there is an increase in motivation, employees put forth more effort, resulting in improved performance. And when there is improved performance for the company, everyone wins!

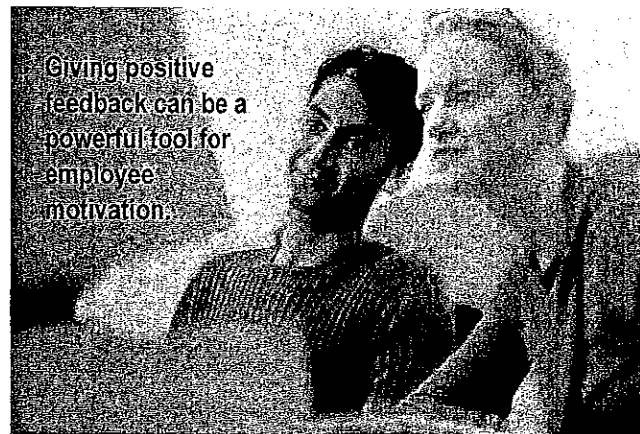
### Here's how to use positive feedback most effectively

**Do it now.** Positive feedback is too important to let slide. Say something right away.

**Make it public.** While negative feedback should be given privately, positive feedback should be given publicly. Do it in front of as large a group as appropriate.

**Be specific.** Don't just say "Good job, Sally." Instead say something like "James, that new procedure you developed for routing service calls has really improved our customer satisfaction. Thanks for coming up with it."

**Make a big deal out of it.** You don't want to assemble the entire company every time you give positive feedback, but do as much ceremony as the action warrants.



Deer Oaks EAP Services, your employee assistance program plan, is always available for management consultation. If you have an employee related question or interested in scheduling a seminar for your employees, please call (877) EAP-SOLV. Remember, help is always just a phone call away.



**Consider the receiver.** It is important to consider the feeling of the person receiving the recognition. For a very shy person, thanking him in front of his workgroup is probably most appropriate. For another person, you might hang a banner, balloons, and streamers in the department area.

**Do it often.** Don't wait for the big successes. Celebrate the small ones too.

**Do it evenly.** Big successes need big recognition; small successes need smaller recognition. If you throw a party for every small success, you diminish its effect for a big success.

**Be sincere.** Don't praise someone for coming in on time. Don't congratulate someone for just doing their job. People will see right through you. Really mean it when you give positive feedback.



# DEER OAKS EAP SERVICES LegalAssist

Helpful legal resources from your employee assistance program

August 2005



**DEER OAKS**

A Behavioral Health Organization

## Home Improvement: how to avoid paying twice

### Measures of Protection

All Kate and Peter wanted to do was remodel their ancient kitchen and build on a family room. They saved and borrowed, got their permits, and hired a contractor. The construction was over after just five dusty months, but the legal headaches were just beginning.

It turned out that the contractor hadn't paid the lumberyard thousands of dollars for the lumber, doors, and windows used in the new family room. The lumberyard recorded a lien on Kate and Peter's house and threatened to file a lawsuit to force the sale of the house. Kate and Peter had already paid the contractor and had no money left over to pay again.

Suddenly they were faced with the possibility of losing the house they'd worked so hard to improve. Kate and Peter were blindsided by what's known as a mechanics' lien. A mechanics' lien has nothing to do with mechanics in the usual sense. It's a claim against property being improved, and it can be filed by anyone who provides materials or does work on the project and doesn't get paid. The property itself becomes responsible for the debt, and the people who are owed money can force its sale at auction if something isn't worked out.

Most homeowners are shocked when they find out that they might still end up owing money even if they pay the contractor in full. But that's the law. The whole point of the mechanics' lien procedure is to make the improved property the ultimate guarantor of payment for all contributors to the project. It dramatically turns the economic tables by shifting the burden of proof on the question of payment from workers and suppliers to the property owners themselves.

There are some steps that an owner can take -- both before and during an improvement project -- to protect against this type of horror show. The main idea is to make sure that everyone is paid. One approach is to not rely on the general

**Deer Oaks EAP Services, your employee assistance program plan, is always available to you and your dependents. If you are experiencing financial difficulties or just want some practical advice on common financial issues, call 866-EAP-2400.**

contractor to pay off the subcontractors and materials suppliers. Instead, the owner can write a number of checks, each check being jointly made out to the general contractor and to a particular subcontractor or to a subcontractor and a materials provider. The idea here is that the check may be cashed only if the ultimate beneficiary endorses it, which will help assure payment and eliminate

the risk of a mechanics' lien. This is a common procedure, especially near or at the very end of a project.

Another approach is to ask the contractor to get lien waivers from everyone who the contractor is responsible for paying. In California and many other states, a contractor must provide a waiver for all work for which the contractor has been paid (in the absence of a performance or similar bond), before accepting any further payment from the owner for additional work. In some states, neither the contractor nor the subcontractor may "waive" his or her mechanics' lien rights until payment is actually made, but in other states a waiver is permitted.

Bottom line is: buyer beware. If you feel uneasy about a certain contractor or project, dig a little deeper into the situation. You may be saving yourself thousands of dollars in the process.

Source: [www.nolo.com](http://www.nolo.com)



# DEER OAKS EAP SERVICES Parenting Toolkit

Helpful resources from your employee assistance program

November 2005



**DEER OAKS**

A Behavioral Health Organization

## Ten Ways to Become Best Friends with Your Teenagers

*Sounds impossible? It can be done!*

Best friends! It may seem impossible to believe, but today's teens do want to consider their parents as friends, even though they think we could never understand the realities of their world.

V. Michael Santoro from About.com indicated that by modifying the communication and problem-solving skills you successfully use at work, you can improve your relationship with your teen. It is important to understand though that both the parent and the child have to want the new relationship on a long-term basis in order for it to be successful.

The following are ten ways recommended by Mr. Santoro to help you to become one of your teenager's best friends:



1. Define what trust means to each of you. Agree that there will be no games or hidden agendas-just honesty-to build the trust.
2. Agree that mutual trust is earned by exhibiting consistent behavior. The amount of trust that you develop will be proportionate to the amount of freedom your teen will enjoy.
3. Anything that is discussed with you must be kept in the strictest of confidence. This will help reinforce the trust.
4. Talk to them as adults while remembering that they are still kids. This allows for flexibility during those trying adolescent years.
5. Become an attentive listener. Multitasking may be necessary at work, however it will make you appear distracted when discussing something important with your teenager. Learn to focus.
6. Ask the right questions without appearing to interrogate them. It is important that they not fear coming to you to discuss what is important to them. It is equally important that they feel that you will take the time to understand what they are trying to communicate.
7. Do not judge them for their actions or ever say, "I told you so!" This helps in having them continue to come to you to discuss topics, and encourages them to do things better the next time.
8. When helping them with problem solving discuss the desired outcomes first, and what they need to do to resolve their problem. Then allow them to proactively make their own decisions based upon the facts rather than reacting to their emotions.
9. Set guidelines instead of making rules for them to follow. They should have input into the guidelines, and then be expected to follow them. They will perceive this as fair and in their best interests.
10. "Hang out" together as oppose to just spending time together. Remember that there is a difference between motion and productivity, so make your time together interactive. For example, if you go to a movie, then go for an ice cream and discuss the movie. Or play some "one on one" games or sports. Do what best friends do!

All too often, we get so wrapped up in being an adult that we forget how to have fun and enjoy life. If you would like more advice about how to interact with your teenager, contact Deer Oaks, your EAP Service.

Deer Oaks EAP Services, your employee assistance program plan, is always available to you and your dependents. If you are struggling with your children's behavioral problems or just want some practical advice on common parenting issues, call 866-EAP-2400.

# DEER OAKS EAP SERVICES WORKLIFE BALANCE

November 2005



**DEER OAKS**  
A Behavioral Health Organization

## Stay fit during back-to-school madness

*Keep you and your children from becoming couch potatoes*

With the long days of summer on the wane and kids heading back to school, it seems like exercise should become easier to do instead of harder. Paige Waehner from about.com reports that for many parents, that isn't the case as schedules get crammed with activities, the sun goes down earlier and the stress of daily life sets in. Many people find themselves vowing to start exercising at some later time when things calm down but life doesn't usually work that way.

Instead of waiting for the 'right' time, why not start now? Getting exercise firmly established makes it easier for it to remain a priority for you. Trying to fit it into a crazy schedule later is hard to do and can result in stress, guilt and thicker waistlines. Staying fit takes a little work, but it's worth it in the long run.

### Plan like a Pro

Just as you plan and prepare in the workplace, planning and preparation can make a difference in how smoothly exercise can be integrated into your busy schedule.

- Plan out your weekly calendar of work, family and other responsibilities.
- Look for times you can squeeze in some exercise—remember splitting it up is fine. Even if you only find 10 minutes here or there, that's 10 minutes you'll be moving instead of sitting.
- Plan what you'll do and what you'll need to do it— if you're going to the gym you'll need to have your gym bag ready and snacks/meals ready to go. Prepare as much as you can beforehand for smoother workouts.
- Look for creative ways to be active. For example, jog around the soccer field at your child's practices, ride bikes with your child every morning to their school, or plan after dinner walks with the family. Integrating exercise with other activities is one way to stay fit and still keep up with responsibilities. It may even bring your family closer.
- Set up a basic home gym. Even if you prefer a health club, having some basic equipment available as well as a few quality workout videos means you're always ready for a workout. Think resistance tubes or bands, an exercise ball, some dumbbells and some good shoes.

### Get Motivated

Planning and preparation can only go so far...you also need something that motivates you to exercise. Finding motivation is simpler than you think, especially if you realize that there are many good reasons to exercise, such as reducing stress, increasing energy, and improving your mood.

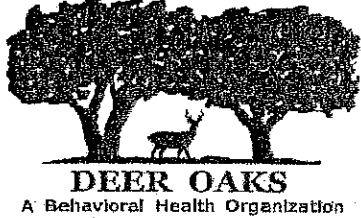
If you would like more information about how to incorporate exercise into your busy schedule, or to learn about the positive effects it can have on your life, please contact Deer Oaks, your EAP.



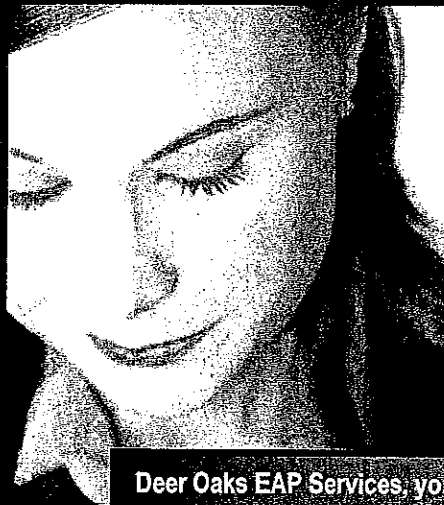
Deer Oaks EAP Services, your employee assistance program plan, is always available to you and your dependents. If you or a household loved one need exercise energizing, please call our professionals at (866) EAP-2400. Remember, help is always just a phone call away.

# DEER OAKS EAP SERVICES EMPLOYEE LINK

August 2005



## Breast Cancer – it's not just a physical disease



**Deer Oaks EAP Services, your employee assistance program plan, is always available to you and your dependents. If you or a household loved one are dealing with the physical and emotional ramifications of breast cancer, please call our professionals at (866) EAP-2400. Remember, help is always just a phone call away.**

It's devastating enough when a woman learns she has been diagnosed with breast cancer. Treatments associated with the disease often come with its own physiological effects, leaving a patient drained.

However, breast cancer doesn't just damage the body, the emotional aspects of the diagnoses can also affect the psychological well-being of the patient.

A breast cancer diagnoses can cause a woman to feel overwhelmed, anxious and depressed. In fact, according to the American Psychological Association, researchers estimate that 20 to 60 percent of cancer patients experience depressive symptoms. Some women become so depressed, they refuse to undergo surgery or stop treatment. As a result, their symptoms may get worse. Studies show that missing as few as 15 percent of chemotherapy appointments results in significantly poorer outcomes.

What options do these patients have? Deer Oaks provides licensed psychologists with experience in breast cancer treatment. Our primary goal is to help women with coping skills – adjusting to the physical, emotional and lifestyle changes associated with breast cancer – so that they can continue to live their lives despite the disease.

The Deer Oaks EAP staff teaches a patient problem-solving strategies in a supportive environment, helping women work

through their grief, fear and other emotions they may experience. Psychological treatment can also help the body cope with the unpleasant side effects associated with treatment by teaching relaxation exercises, meditation, self-hypnosis and imagery, sometimes circumventing the need for traditional pharmaceutical approaches.

Deer Oaks also understands the emotional impact of breast cancer doesn't just affect the patient, but family, as well. Deer Oaks psychologists can help spouses and children better understand the patient's needs while validating their own feelings.

Women do not have to face a frightening diagnoses alone. **Call your Deer Oaks EAP at (866) EAP-2400. Remember, help is always just a phone call away.**

**Deer Oaks  
EAP Services**

**A Resource  
you can trust**

# **Employee Assistance Program (EAP) Services**

## **A Free and Confidential Benefit**

EAP participants may see a provider by appointment at any Deer Oaks office regardless of where the employee or dependent lives.

To make an appointment for EAP Services, call (866) EAP-2400 or email us at [eap@deeroaks.com](mailto:eap@deeroaks.com).

### **Carrying the weight of the world on your shoulders?**

### **Help is just one phone call away...**

**Toll Free:  
866-EAP-2400**

**Website:  
[www.deeroaks.com](http://www.deeroaks.com)**

**E-mail:  
[eap@deeroaks.com](mailto:eap@deeroaks.com)**

*Provided by:*



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[eap@deeroaks.com](mailto:eap@deeroaks.com)**

*Provided by:*



**DEER OAKS  
EAP SERVICES**

## What is an EAP?

An EAP is an Employee Assistance Program that assists employees and dependents live healthier, happier lives.

Deer Oaks provides counseling and referrals to help you reduce your stress and resolve your issues.

Deer Oaks offers a team of trained counselors who are ready to assist you and your dependents.

## Is there a service cost?

It is a confidential benefit provided by your employer for you and your eligible dependents at no cost to you.

Deer Oaks a resource you can trust.

Deer Oaks is here to help you.

## What kinds of issues can I get help with through my EAP?

You can discuss anything that affects your well-being with your Deer Oaks Counselor. This includes issues such as:

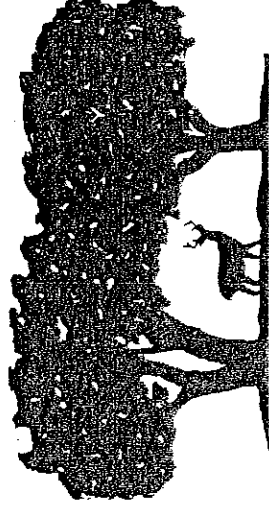
- *Depression or Anxiety*
- *Relationship or Family Conflicts*
- *Workplace Conflicts*
- *Parent Training & Family Communication*
- *Grief; Death and Dying*
- *Healthy Lifestyles*
- *Alcohol Abuse/Drug Abuse*
- *Stress Management*
- *Caring for an Elderly Parent*
- *Emergencies*
- *Domestic Violence*
- *Financial Difficulties*
- *Legal Difficulties*
- *...And any other issue you might have.*

## How do I make an appointment?

Call Deer Oaks EAP Services at (866) EAP-2400. Deer Oaks counselors are available 24 hours a day, 7 days a week.

## Are EAP services confidential?

Your EAP visits are completely confidential. Your meetings with a Deer Oaks EAP counselor remain private unless you sign a consent for a release of information.



**DEER OAKS  
EAP SERVICES**

<http://www.deeroaks.com>

# Deer Oaks Wallet Card

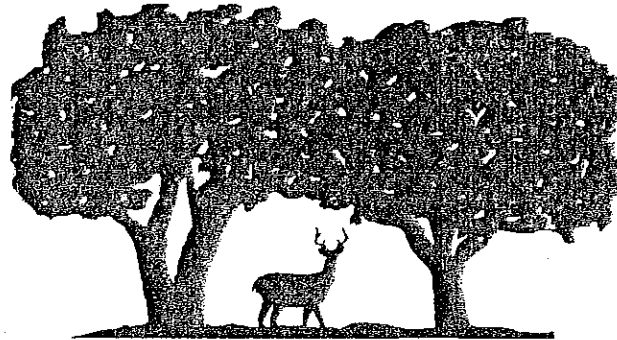
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## EMPLOYEE ASSISTANCE PROGRAM

Your free, confidential EAP benefit includes short-term counseling and referrals for you and your dependents.

Stress  
Depression  
Anxiety  
Anger  
Substance Abuse  
Confusion  
Relationships

Marital/Family Issues  
Workplace Problems  
Referrals for Legal, Financial, and Medical Assistance



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EAP SERVICES**

[www.deeroaks.com](http://www.deeroaks.com)

(Back)

## EMPLOYEE ASSISTANCE PROGRAM



Help is just one phone call away...

**Toll Free: (866) EAP-2400**

**Website: [www.deeroaks.com](http://www.deeroaks.com)**

**E-mail: [eap@deeroaks.com](mailto:eap@deeroaks.com)**

# DEER OAKS INTERACTIVE WEBSITE SAMPLES

Deer Oaks - A Behavioral Health Organization - Employee Assistance Program - Microsoft Internet Explorer

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Deer Oaks Behavioral Healthcare  
Deer Oaks Healthcare

EAP Logout Discussions & Chat Elder Assistance Worklife Services  
Electronic Newsletter Library & Helpful Resources

## Deer Oaks Employee Assistance Program

### Topics


- [What is an Employee Assistance Program \(EAP\)?](#)
- [What Services are Covered Under the Deer Oaks EAP?](#)
- [What Kinds of Issues Can Be Resolved through an EAP?](#)
- [What about Confidentiality?](#)

### What is an Employee Assistance Program (EAP)?

An Employee Assistance Program is a benefit provided by employers for employees at no cost to the employee.

Most employers today are realizing that the operation and productivity of any company is a direct function of the health, happiness, and overall well-being of its employees.

In recent decades, there has been an increasing awareness of the staggering financial corporate losses



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- EAP Logout
- Seminar Presentations
- Discussions & Chat
- Elder Assistance
- Electronic Newsletter
- Worklife Services

## Library & Helpful Resources

- ADHD
- Aging and Geriatrics
- Anxiety
- Child Abuse
- Depression
- Divorce
- Eating Disorders
- General Help
- Learning Disabilities
- Mind-Body Connection
- ADHD
- Adoption
- Alcohol
- Autism
- Coping
- Disability
- Domestic Violence
- Family and Relationships
- Health and Wellness
- Medical Problems
- Natural Disasters
- Adoption and Foster Care
- Anger
- Bipolar Disorder
- Death and Dying
- Discipline
- Drugs
- Fears and Anxieties
- How Therapy Helps
- Medications and Mental Disorders
- Obsessive Compulsive Disorder

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- Anxiety
- Child Abuse
- Depression
- Divorce
- Eating Disorders
- General Help
- Learning Disabilities
- Mind-Body Connection
- Panic Disorder
- Preschool Children
- Relationships
- Sexual Abuse
- Sho Families
- Suicide
- Weight Management
- Bipolar Disorder
- Death and Dying
- Disability
- Drugs
- Fears and Anxieties
- Health and Wellness
- How Therapy Helps
- Medications and Mental Disorders
- Obsessive Compulsive Disorder
- Post Traumatic Stress Disorder
- Psychotherapy - Children
- School-aged Children
- Social Phobia
- Substance Abuse
- Violence
- Work
- Coping
- Disability
- Domestic Violence
- Family and Relationships
- Health and Wellness
- Medical Problems
- Natural Disasters
- Parenting
- Preschoolers
- Schizophrenia
- Sexual Orientation
- Stress
- Tenagers
- Women and Health

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# HELPFUL TIPS AND RESOURCES FOR WORK AND LIFE

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Address: <http://www.deeroaks.com/deer-oaks-employee-assistance-program/worklife-services/index.asp>

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**Worklife Services**

- Childcare & Eldercare Resources
- Personal Plan Program
- Self Assessment Questionnaire
- Frank About Finances
- Local Financial Services
- Parenting Toolkit
- Health & Wellness

**Enhanced Worklife Services**

For customers that are members of Deer Oaks EAP Enhanced Worklife Services:

- Enhanced Worklife Services

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Deer Oaks Behavioral Healthcare

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# PARENTING TOOLKIT - A 24-HOUR LIFESAVER

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- Electronic Newsletter
- Library & Helpful Resources
- Seminar Presentations
- Worklife Services

## Parenting Toolkit

Click on the following helpful sites

### Attention

- [NIMH: Understanding and Getting Help for Your Child with Attention-Deficit/Hyperactivity Disorder](#)
- [Children Who Concentrate and Switch Attention Better are More Likely to Cross Streets Safely](#)

### Autism

- [NIMH: Understanding and Getting Help for Your Child With Autism](#)

### Behavior Problems and Disorders

- [Parenting Skills and Behavior Problems in Children](#)

Internet

<http://www.ape.org/releases/childattention.html>

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# CHILD AND ELDERCARE RESOURCES – NEVER WORRY AGAIN

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Address <http://www.deeroaks.com/deer-oaks-employee-assistance-program/worklife-services/childcare-eldercare-resources.asp>



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EAP Logout | Discussions & Chat | Elder Assistance | Electronic Newsletter | Library & Helpful Resources | Seminar Presentations | Worklife Services

## Childcare & Eldercare Resources

### FindNow Childcare

- [Find Licensed, Regulated, and Inspected Childcare Services](#)
- [Texas State Childcare Standards and Regulations](#)

### FindNow Eldercare

- [The Texas Department of Human Services \(TDHS\) offers information to help you evaluate the quality of long term care services](#)

### Find A Nursing Home

- [Information organized by geographical location, general information, quality measures, inspection results, and staff to resident ratio](#)

### Eldercare Resources

# CHILD AND ELDERCARE RESOURCES – NEVER WORRY AGAIN

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Address http://www.deeroaks.com/deer-oaks-employee-assistance-program/worklife-services/childcare-eldercare-resources.asp

- Find Licensed, Regulated, and Inspected Childcare Services
- Texas State Childcare Standards and Regulations

## FindNow Eldercare

- The Texas Department of Human Services (TDHS) offers information to help you evaluate the quality of long term care services

## Find A Nursing Home

- Information organized by geographical location, general information, quality measures, inspection results, and staff to resident ratio

## Eldercare Resources

- Housing and Eldercare Information
- Texas Department on Aging: Resources for Older Texans and their Families
- AARP: Provides Advocacy, Information and Referrals
- Federal Website for Senior Resources
- US Department of Health & Human Services - Information on a variety of services for the aging population
- National Alzheimer's Association



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# MATTERS OF THE HEART - A HEALTHY BODY EQUALS A HEALTHY MIND

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## Matters of the Heart

*Health & Wellness Resources*

Many employees today find themselves trying to cope with stress. Family, Work, Legal, and Financial Matters can be difficult to juggle. Add to that the source of stress and anxiety that can stem from medical difficulties, and it is easy to see how many people can start to feel tired, overwhelmed, and irritable. That's why Deer Oaks offers the **Matters of the Heart** Program.

The connection between the mind and body has been established for many years. Deer Oaks is here to provide education on many common health issues that have a psychological component to them. Research has shown that stress is related to diabetes, asthma, coronary heart disease, cancer, and chronic pain. The disease management process is an important part of any medical difficulty and often requires awareness into the behavioral and emotional factors that potentially interfere with successful compliance with medical management. Education and Prevention are central to the process of coping successfully with Matters of the Heart. Additionally, most employees and their family members at one time or another worry about issues such as nutrition, fitness, weight loss, smoking cessation, and substance abuse. Again the mind-body connection is central to all of these issues. Below are some tools and resources for these Matters of the Heart that can help provide education for prevention and management of health related matters.

<http://www.deeroaks.com/deer-oaks-employee-assistance-program/library.asp>

# FRANK ABOUT FINANCES - TOOLS AND PRACTICAL INFORMATION ON MONEY

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Address <http://www.deeroaks.com/deer-oaks-employee-assistance-program/worklife-services/frank-about-finance.asp>

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[resources@youcantrust.com](mailto:resources@youcantrust.com)

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### Frank About Finances

Click on the following helpful sites.

#### Income Tax

- [Downloadable IRS Tax Forms](#)
- [2004 Tax Guide](#)
- [E-File Your Taxes](#)

#### Budgeting

- [Personal Budget Template](#)
- [Home Loans: Taking Debt and Income into Account](#)
- [How Much House Can You Afford? Worksheet Template and Home Loan Information](#)
- [Mortgage Calculator](#)

#### College Planning

- [College Fund Savings Calculator](#)
- [College Planning Resources and 529 Accounts](#)
- [Lock in Today's College Tuition Rates for your Child!](#)

Internet



# SMOKING CESSATION, WEIGHT MANAGEMENT AND OTHER LIFE ISSUE SOLUTIONS

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Address <http://www.deeroaks.com/deer-oaks-employee-assistance-program/worklife-services/health-wellness.asp>

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Smoking cessation resources

- Clearing Up Calorie Confusion
- Don't think thin, think realistic
- Family-size portions for one
- Popular Diets Reviewed
- Teaming up to drop pounds
- Weight Loss Center

### Pain Management

- Chronic Pain: How To Get Relief
- Pain Management Resources

### Smoking Cessation

- American Cancer Society Smoking Cessation Telephone Counseling: 1-877-YES-QUIT(937-7848) & Online Resources
- 5-day countdown
- Handling Stress without Smoking
- National Cancer Institute - Online Guide to Quitting & Talk to an Expert
- Quit-Smoking Program Boosts Lifespan
- Spanish Guide to Quit Smoking
- Steps to Help You Break The Habit
- Smoking & the African American population
- What Is Your Level of Addiction to Nicotine?
- You Can Quit Smoking
- Life Without Cigarettes
- Lifestyle Balance
- Smoking and Weight
- Smoking Stress & Mood
- Smoking Urge

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## DEER OAKS EAP SERVICES

### Deer Oaks EAP Services Supervisor Orientation Seminar

Your free and confidential  
employee assistance program benefit



## DEER OAKS EAP SERVICES

### EAP SERVICE COMPONENTS

- Free and confidential
- Paid for by your employer
- EAP benefits universe



## EMPLOYEE ORIENTATION

### Your EAP – Your Outlet

Finding balance between work and family

In today's high-stress world where a full-speed ahead lifestyle is the norm, many individuals find it difficult to find a healthy balance between work life and family life.

Deer Oaks EAP Services can help you find and achieve this balance.



## EMPLOYEE ORIENTATION

### Responsive, compassionate care

When time is of the essence

Deer Oaks EAP Services ensures prompt appointment availability.

Deer Oaks is always immediately available in an emergency situation.



## EMPLOYEE ORIENTATION

### The Deer Oaks Holistic Approach

Deer Oaks understands each individual has a work, wellness and personal life experience unique to them.

This is why Deer Oaks addresses and treats problems comprehensively in relation to the individual's social and world systems.



## EMPLOYEE ORIENTATION

### Who is eligible for EAP Services?

The answer is simple: Everyone

Deer Oaks EAP Service's licensed counselors are experienced in treating a variety of individuals, including adults, infants, children, adolescents, toddlers, teenagers and the elderly.



## EMPLOYEE ORIENTATION

### Eligibility

- All Regular Employees
- All Temporary Employees (per plan design)
- All Household members (per plan design)
- Dependent children under 19 living in the household
- Dependent children under 25 enrolled as full-time students in college/university
- Dependent children in guardianship of employees




## EMPLOYEE ORIENTATION

### Accessing Services

Call the Deer Oaks EAP at (866) EAP-2400 and speak to an intake coordinator

Go to [www.deeroaks.com](http://www.deeroaks.com)

E-mail [eap@deeroaks.com](mailto:eap@deeroaks.com)




## EMPLOYEE ORIENTATION

### Our goal to you


- Provide a link to local resources that will resolve disruptive personal concern/problems effectively and quickly.
- Provide assessment/referral services and short-term counseling by licensed, professional counselors
- Support managers through consultations and trainings to help resolve employee work-related problems




## EMPLOYEE ORIENTATION

### Your EAP services include:



- Telephone intakes with trained counselors
- Comprehensive, face-to-face diagnostic assessments
- Thorough treatment recommendations
- Education & prevention: employee wellness seminars
- short-term individual, family, couples, & group counseling
- Legal counseling services
- Financial counseling and planning services
- Newsletters, online EAP services and resources



## EMPLOYEE ORIENTATION

### Telephone Intakes

- Trained intake coordinators ready to receive your calls
- Immediate guidance regarding your issue
- Available 24-hours a day, seven-days a week – even on holidays
- Appointments are made based on your individual needs and requests
- Crisis situations addressed immediately

## EMPLOYEE ORIENTATION

### Individual Diagnostic Assessment

#### Focused Short-Term Problem Solving

Up to (e.g. 3,6,8) visits per person in a calendar year (visit model per plan design)

A Deer Oaks counselor assesses the problem, develops a treatment plan, provides intervention recommendations

**DEER OAKS EAP SERVICES**

## EMPLOYEE ORIENTATION

### Referrals

Additional care is coordinated with medical providers as needed


Psychiatric and medical referrals are based on local relationships

Knowledge of provider networks through close working relationships throughout the community

**DEER OAKS EAP SERVICES**

## EMPLOYEE ORIENTATION

### Employee Wellness and WorkLife Seminars




- Adjusting to Retirement
- The Challenge of Change
- Communication Skills
- Stress Management
- Parenting and Child Development
- Sexual Abuse in the Workplace
- Elder Care Prevention Planning

**DEER OAKS EAP SERVICES**

## EMPLOYEE ORIENTATION

### Employee Wellness and WorkLife Seminars




- Assertive Communication
- Co-Dependency
- Conflict Resolution
- Living Safely in a Dangerous World
- Stress Management
- Time Management
- HIV/AIDS/Communicable Disease

**DEER OAKS EAP SERVICES**

## EMPLOYEE ORIENTATION

### Legal Counseling Seminars

- Nationwide Network of Attorneys
- Free initial legal counseling sessions
- Free simple will
- Reduced-fee services if plan attorney retained
- Mediation



**DEER OAKS EAP SERVICES**

## EMPLOYEE ORIENTATION

### Financial Counseling and Planning Services

- Unlimited free credit counseling
- Free initial financial planning session
- college planning
- budgeting
- retirement and estate planning
- buying a home
- Budget templates, tax information links and resources




**DEER OAKS EAP SERVICES**

## EMPLOYEE ORIENTATION

### EAP Work-Life Program

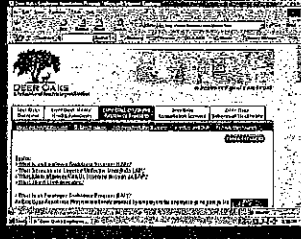
- Matters of the Heart (including MD Matters)
- LegalAssist
- Frank About Finances
- Childcare and Eldercare Referral
- Moms at Work Maternity Program
- Supervisors Supplement
- Personal Plan Programs
- Parenting Tool Kit
- Take the High Road on Highways





## EMPLOYEE ORIENTATION

### Interactive Website



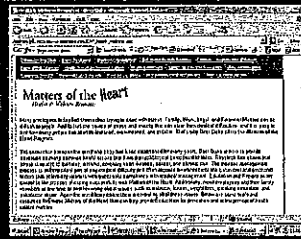
Access to a variety of resources, including requesting appointments, EAP chat room, self-assessments and hundreds of online magazines and articles



## EMPLOYEE ORIENTATION

### Interactive Website

Matters of the Heart health and wellness resources page – showing the connection between the mind and the body and how you can achieve a healthier lifestyle



## EMPLOYEE ORIENTATION

### Interactive Website



Helpful resources and tips on how to address legal issues



## EMPLOYEE ORIENTATION

### Interactive Website



Financial library designed to help individuals with planning, financial goals and how to find a financial planner



## WORKLIFE SERVICES

### Child and Eldercare Resources

Assistance in finding licensed, regulated and inspected services where you need them, nationwide

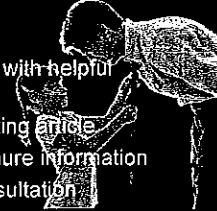


## WORKLIFE SERVICES

### Parenting ToolKit

#### Parenting Tool Kit

- Assistance in connecting with helpful parenting resources
- Monthly electronic parenting article
- Parenting literature brochure information
- Unlimited telephonic consultation





## WORKLIFE SERVICES

### Personal Plan Programs

Addresses various areas of concern and personal development such as assertiveness, self-esteem, stress management

- Checklists
- Resources
- Articles



## WORKLIFE SERVICES

### Taking the High Road on Highways Program

Deer Oaks will coordinate a free ride home from a location ( for example, a private party, bar, restaurant, work-site) if a participant is impaired by alcohol or drugs

Participant calls a cab and Deer Oaks will reimburse the cab fee. Simple and confidential.



## MANAGEMENT CONSULTATION

### Human Resources Tool Kit and Supervisor's Supplement

Timely HR articles for email newsletters

Special resources for recognizing and rewarding employees

Employer's Legal Handbook

Monthly electronic WorkLife HR Tool Kit Newsletter

Supervisor trainings Coordinated follow-up for supervisory referrals



## SUPERVISORY SUPPORT

### Critical Incident Stress Management

Formal Training in Mitchell Model or Red Cross

Flexibility in how a crisis is defined

Immediate availability

Ongoing Follow-up

Expertise in working with public safety personnel.



## SUPERVISORY SUPPORT

DOT SAP Evaluations

Substance Abuse Prevention Trainings



## PROMOTING EAP UTILIZATION

### Program Promotion



- Posters
- Wallet Cards
- Brochures
- Flyers
- Newsletters
- Payroll Stuffers
- Orientation meetings
- Online EAP Services
- Videos
- E-mail articles



## TYPES OF REFERRALS

### Self Referral

An employee or family member may privately refer himself or herself for help with a problem.

### Informal (Suggested) Referral to Deer Oaks EAP by a manager

Encourages the employee to talk with the EAP to address possible concerns impacting work performance, employee's behavior in the workplace, or a violation of City Policy

### Formal (Mandatory) Referral

Cost center head, Human Resources Director or the Medical Review Officer can make a formal referral following a positive drug test or other serious policy violation.



## TYPES OF REFERRALS

### Indicators

A number of different signs may indicate to you, as a supervisor, that you should **suggest** to an employee that s/he access the EAP.

Some times **to suggest** use of *the EAP*:



## TYPES OF REFERRALS

### Work Indicators

- Inconsistent work quality
- Decrease in work quality
- Signs of fatigue
- An unexplained pattern of tardiness
- Vague excuses
- Excessive personal phone calls
- Unexplained and unscheduled absences



## TYPES OF REFERRALS

### Work Indicators

- Leaving early and taking longer breaks
- Increase in mistakes, carelessness
- Disruptive behaviors
- Failure to follow instructions
- Need for frequent instruction
- Unexplained changes in behavior
- Poor concentration



## TYPES OF REFERRALS

### Attitude and Physical Appearance Indicators

- Overreaction to criticism
- Fights with coworkers
- Avoidance or isolation from coworkers
- Sluggish movements and responsiveness
- Blaming others
- Morale decline
- Crying spells/loss of emotional control
- Unprovoked hostility/physical attacks



## TYPES OF REFERRALS

### Attitude and Physical Appearance Indicators


- Apathetic
- Rebellious
- Difficulty with authority
- Appears anxious
- Manipulation of coworkers
- Decline in personal hygiene



**IRISH OAKS  
EAP SERVICES**

## STRESS AND ANXIETY


An employee appears more anxious or stressed, without major changes in job description



**IRISH OAKS  
EAP SERVICES**

## ANGER MANAGEMENT


An employee has difficulty getting along with others or managing anger



**IRISH OAKS  
EAP SERVICES**

## BEREAVEMENT AND DEPRESSION


Seems to be struggling with loss of loved one  
Fatigue or decreased interest  
Depressed mood  
Appetite and sleep changes



**IRISH OAKS  
EAP SERVICES**

## LIFE TRANSITION DIFFICULTIES

Sometimes a new marriage, new baby, divorce or death can increase stress and anxiety



**IRISH OAKS  
EAP SERVICES**


## OTHER POTENTIAL REFERRAL SITUATIONS

**FINANCIAL PROBLEMS  
LEGAL DIFFICULTIES  
AND MORE**


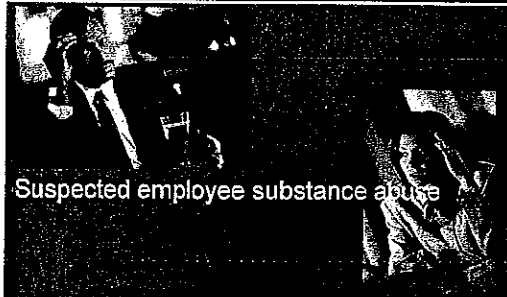
**IRISH OAKS  
EAP SERVICES**

## MANDATORY VS. SUGGESTED REFERRALS

Suggested referrals do not require any follow-up by the supervisor or human resources personnel  
Mandatory referrals often involve formal communication between the EAP and supervisor and/or human resources  
Mandatory referrals often require services and improvement in the problem as a condition for return to work  
Liability may be an issue in a mandatory referral (safety sensitive situations)


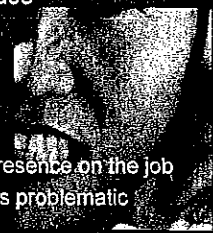


**MANDATORY REFERRALS**

Suspected employee substance abuse


**MANDATORY REFERRALS**

Signs of substance abuse

- Absenteeism
- Injury/accident rate
- Job inefficiency
- Abnormal behaviors
- Diminished or impaired presence on the job
- Interpersonal relationships problematic

**MANDATORY REFERRALS RECOMMENDATIONS**



When to make a referral recommendation

- Violence or aggressive behavior in the workplace
- Sharp decline in work performance
- Serious anger management difficulties

For any issue that you may contact Human Resources about, concerning an employee, consider working with HR to make a mandatory referral to the EAP a part of the response


**MANDATORY REFERRALS RECOMMENDATIONS**




Supervisory role in addressing employee personal problems

- Improved job performance
- Reduced absenteeism
- Reduced sick leave/health care premiums
- Reduced burnout
- Decreased liability (violence/injury risk)
- Substance abuse policy/regulations
- Provide much-needed assistance to employee

**MANDATORY REFERRALS RECOMMENDATIONS**




Making a referral

Suggested referrals  
Provide employee with EAP phone number (see wallet card or brochure)

Mandatory referrals  
Consult with Human Resources as necessary about making a mandatory referral

You may call the EAP any time after contacting HR, or may contact the EAP directly to make a mandatory referral and communicate information. EAP will generally request at that time that you contact HR to exchange information



**MANDATORY REFERRALS RECOMMENDATIONS**



Employee expectations

For mandatory referrals, employee will sign a release of information upon first visit so that the EAP account manager/liaison can contact the supervisor and/or HR. Information released can range from simple attendance report, to communication of treatment goals, to impressions regarding progress in treatment. Information will ONLY be released to relevant parties employee has consented to (supervisor and possibly HR)



## REFERRAL FOLLOW-UP

### Follow-up procedures

For suggested referrals, no follow-up is necessary, but can communicate your concern if you do so. Monitor for further problems.

For mandatory referrals, employee may require a return-to-work contract. These state specifically what the terms for return to work will be, and are generally worked out with EAP counselor, HR, supervisor, and employee.

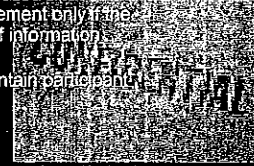


## CONFIDENTIALITY

The EAP is completely confidential.

What is discussed in counseling sessions as well as the identity of persons receiving counseling is confidential as required by law. Information can only be released and exchanged back to management only if the employee signs a release of information form.

Utilization reports do not contain participant names.



## DEER OAKS EAP SERVICES

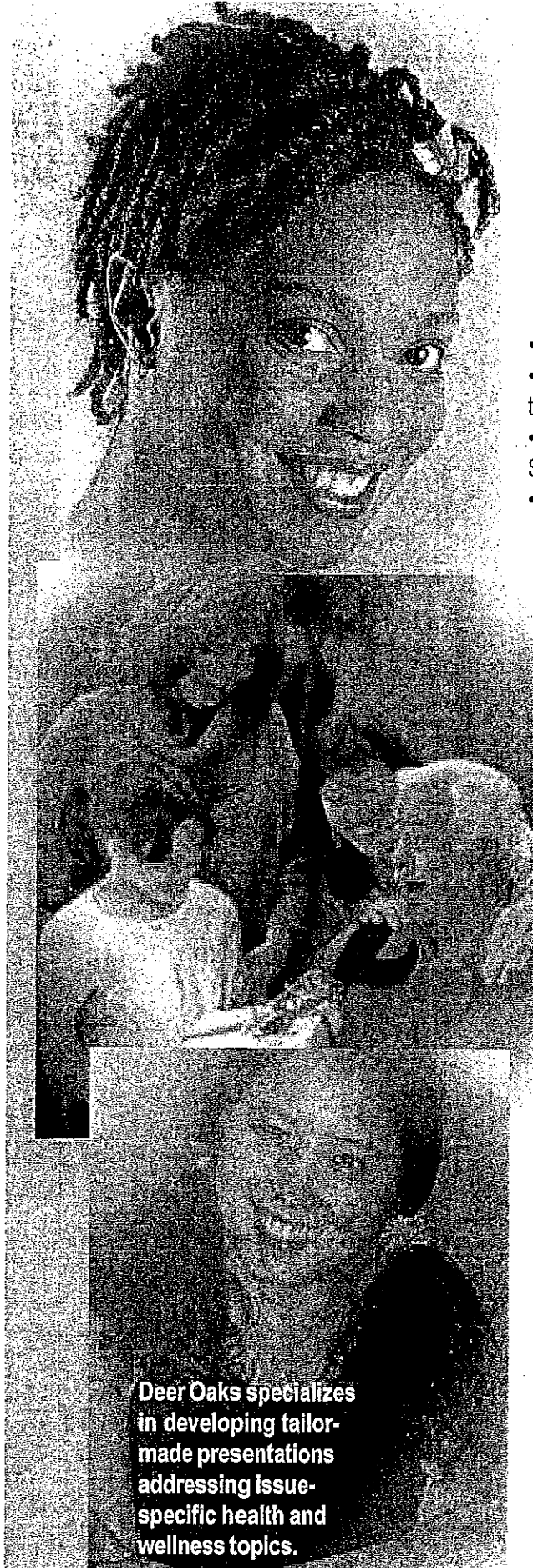
**Deer Oaks EAP Services –  
Employers entrust us to ensure  
thousands of employees stay  
healthy and  
productive –  
A resource you can trust**

# DEER OAKS EMPLOYEE WELLNESS SEMINARS

- Healthy Communication Patterns
- Solving Interpersonal Conflicts on the Job
- Exercise and Nutrition to Reduce Stress
- Smoking Cessation
  - Anger Management
  - Stress Management
  - Time Management
  - Signs of an Alcohol or Drug Problems
  - Co-Dependency
  - Addictive Behaviors
  - Financial Stress, Behavioral Solutions
  - Organizational Skills
  - Simplify Your Life
  - Signs of an Eating Disorder
  - When Should I Get Help?
  - Dealing with Difficult People
  - Dealing with Change
  - Reducing Job Stress
  - How to Deal with the Holiday Blues
  - Coping with Obstacles and Failure
  - Impulsivity and Violence — Recognizing the Silent Dangers
  - Assertiveness Training
  - Transition
  - Shift Work and the Family
- Helping Your Child with Aggression
- Helping Your Child with Oppositional Behaviors
- Marital Stress
- Balancing Work and Family Life: Overtime vs. Parent-time
- Roles and Responsibilities
- Time Management: From Morning 'Til Night
- Parenting: We Can Make A Difference
- Conflict Resolution
- Self-Esteem Building
- Communication: Can We Talk?
- Time Out For Self and Spouse: I'm Not On Call
- Stress Management: I'm All Used Up
- Sandwich Generation: Care for the Caregivers
- Who Can I Turn To? Facilitation
- Single Parenting
- Respect in the Workplace
- Children and Divorce

## Family and the Workplace Employee Wellness Seminar Topics

- Helping your Child with ADHD
- Helpful Tips for Step-Parenting
- Coping with the Loss of a Loved One
- Assisting Your Elderly Parent
- Helping Your Child With Learning Difficulties
- Helping Your Child With Depression



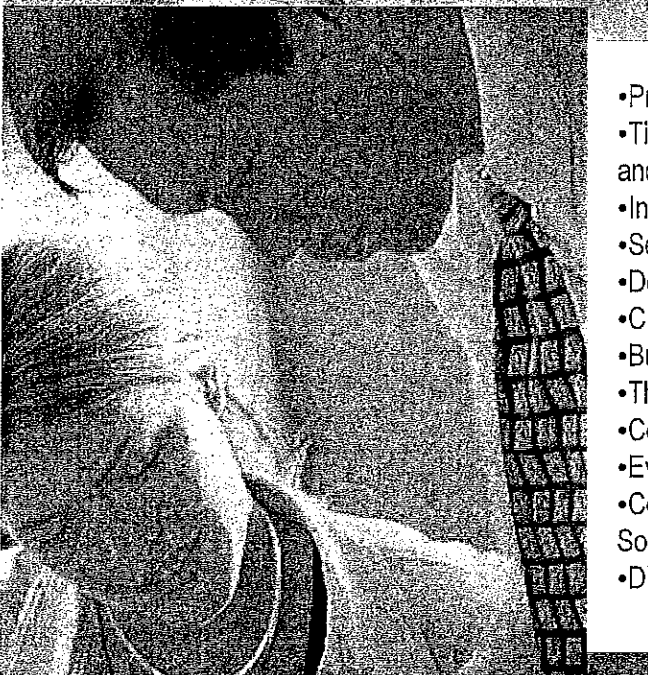
Deer Oaks specializes in developing tailor-made presentations addressing issue-specific health and wellness topics.



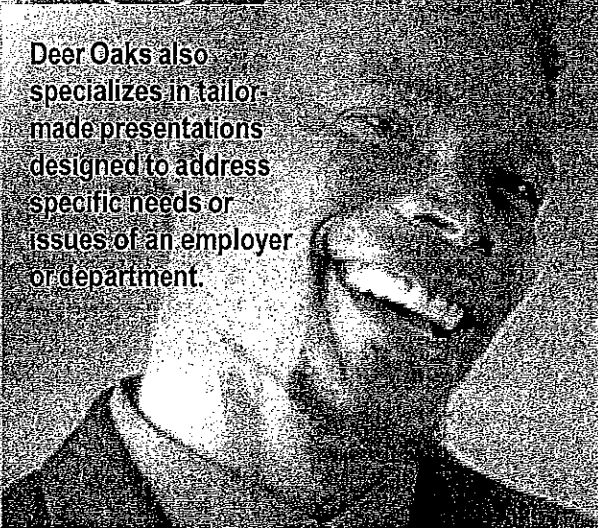
# DEER OAKS SUPERVISOR TRAINING SEMINARS

- Assessing Leadership Skills
- Powerful Leadership Techniques
- Creativity
- Problem Solving
- Meeting Functions
- The Art of Listening
- The Importance of Feedback
- Screening Candidates for Jobs
- Interviewing Skills
- Job Offers
- Leadership Skills
- The Historical, Legal and Psychological Aspects of Drug Testing
- Hiring the Best Workers
- Planning Performance Appraisals
- Motivation
- Team Building
- How to Recognize Anxiety
- Smoking Cessation

- Effective Communication
- Effective Leadership
- EAP Supervisory Referral
- How to Run a Great Meeting
- Motivating Employees
- Employee Personal Problems
- Managing Office Stress
- Employee Discipline
- Coaching Employees
- Are You a Manager or a Leader?
- Sexual Harassment
- Curbing Employee Absenteeism
- Essential Skills of Leadership
- Essential Skills of Communication
- Positive Discipline
- Developing Performance Standards
- Dealing with Complaints
- Dealing with Conflicts
- Assigning Tasks Effectively
- Preparing for Change
- Improving Work Habits
- Project Planning
- Time Management for Supervisors and Managers
- Information Management
- Setting Performance Goals
- Documenting Performance
- Cultivating Initiative
- Building Enthusiasm
- The Team Concept
- Coaching Skills
- Evaluating Team Performance
- Common Disciplinary Problems and Solutions
- Disciplinary Basics
  - How to Manage Problematic Employee Behaviors
  - How to Manage Employee Burnout
  - How to Recognize Depression
  - When to Make a Mandatory Referral
  - Signs of Substance Abuse
  - Constructive HR Policies
  - Healthy Lifestyle Behaviors at the Workplace
  - Reducing Employee Conflict
  - Traumatic Events in the Workplace
  - Helping Employees Work with Change



Deer Oaks also specializes in tailor-made presentations designed to address specific needs or issues of an employer or department.



## Balancing Work and Family

City Public Service



## When you become a parent...



- Things suddenly are not as simple as they seemed
- New responsibilities emerge
- You need to adapt to changes in your lifestyle and to new demands on your schedule

## Now that you've got children...

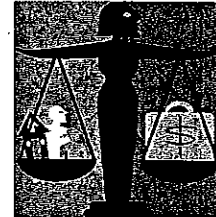
- Financial expenses increase
- Not enough hours in your day
- Difficulty finding time for your children
- You need to find a balance



- *This is the focus of this workshop*

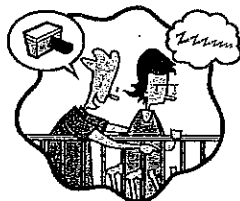
## Making that crucial decision 1

- Talk to other parents – at home and working
- List what you love about your job
- Talk to your partner about his/her views
- Keep work options open for as long as you can



## Making that crucial decision 2

- Be aware of your child's special needs
- Understand your own emotional needs
- And remain sensitive to the needs of your relationship
- Balancing all three + your job can be a challenge



## Making that crucial decision 3

- Don't believe those old stereotypes about parenthood
- Being a working parent does not have to mean neglecting your children
- Staying home does not have to mean a life of boredom & frustration



## Making that crucial decision 4

- Be honest about the amount of time you really have
- Be aware of your energy level
- Be realistic about your available options
- Let's examine some of those options



## Some of your work options

- Working part-time
- Job-sharing
- Free-lancing
- Tele-working
- Flexi-working
- Compressed hours



*Which option is right for you at this time?*

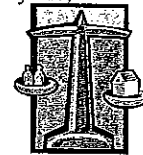
## 1. Build a Support Network

- Ask for and accept help
- Get your children involved
- Work as a team
- Get to know your neighbors
- Talk to bosses and work colleagues
- Identify back-up and emergency plans



## 2. Let Go of the Guilt

- Guilt can be a waste of emotional energy
- Focus your emotional resources on finding solutions, not on beating up on yourself
- You cannot be everything to everyone; kindly accept that
- Use rational logic to counter-balance guilt feelings



## 3. Establish limits & boundaries

- Boundaries are those imaginary lines you draw around yourself
- Boundaries define and protect your personal space
- Be aware of your responsibilities
- Take charge of your time
- Learn to say "No"



## 4. Determine your own standards

- Accept that you cannot be all things to all people
- And that you do not have a clone
- Stop trying to be a perfectionist
- Develop effective compromises between the different demands on your time
- Live by your own standards, not someone else's



## Make Time for Yourself

- You cannot take proper care of others if you don't make time for taking care of yourself
- Being a good parent, professional, and partner means being good to yourself first
- Find ways to relax, reduce tension, and minimize the effects of stress
- Make time for positive daily affirmations
- Time off will benefit both you and your family



## Get Organized

- All time management is self management
- Buy and use an excellent organizer/PDA
- Make a list of your priorities
- Make to do lists – and make sure they work
- Work smarter, not harder
- Delegate appropriately
- Keep a large calendar nearby with everyone's schedule



## Be Flexible

- Forgive yourself when things don't go as planned
- Expect that things will not always go as planned, especially if children are involved
- Be flexible about assuming unexpected responsibilities
- You may need to substitute new goals
- Negotiate for what you need



## Enjoy Quality Family Time

- When you are with your family, focus all of your attention on them
- Listen actively to your spouse and children
- Quality time can compensate for the lack of quantity
- Develop rituals that you look forward to
- Make your family instrumental to your success, not incidental to it



## Find Reliable Child Care

- Find a caretaker with whom you feel comfortable
- Children will sense your ambivalence, so resolve it by finding a caretaker in whom you have complete confidence
- Communicate frequently with caretaker
- Observe interactions between caretaker and child
- Make sure caretaker meets the needs of your schedule



## 10. Live a Balanced Life

- Your goal is an integrated life – believe that it can be achieved
- Keep things in perspective
- Create harmony in your life – a blend of family, work and friends is healthiest



### The Effect on Job Performance

- Family problems affect job performance
- Family concerns are distracting and can affect business results
- A happy employee is a more productive and committed employee
- Workplaces need to be sensitive to the emotional needs of workers



### The Effect on the Family

- Designate "family time" and protect it
- Turn off the cell phone
- Use family time to restore and rejuvenate your own energies
- Turn every opportunity into an occasion to connect emotionally with the ones you love



### Deer Oaks EAP Services



A resource you can trust.

Deer Oaks EAP Services – Referral Flow Chart

**MANDATORY DOT**

Drug or Alcohol Test for Safety Sensitive Employees  
 Pre-Employment  
 Random  
 Reasonable Suspicion  
 Post Accident  
 Return to Duty  
 Follow-Up

MCO validates that Safety Sensitive Employee violates federal regulations with a positive UA or EBT.

Designated Employer Representative (DER) provides referral to Substance Abuse Professional (SAP) according to Department of Transportation (DOT) guidelines as stipulated in 49 CFR Part 40.

Employee signs consent for Deer Oaks (SAP) to exchange information with the DER, the MCO, and the employee's supervisor. DER explains company substance abuse policy and ramifications of non-compliance or additional positive testing to employee.

Employee participates in assessment, is referred for substance abuse treatment, and is re-assessed by SAP for return-to-work evaluation.

Return to work evaluation is completed & sent to employer with recommendation for ongoing treatment and follow-up testing plan of a minimum of 6 random follow-up tests within the first year, and plan can extend up to 5 years.

DER & EAP work together to ensure compliance with follow-up testing plan & any ongoing treatment.

**MANDATORY NON-DOT**

Employee demonstrates negative behavior in the workplace which is recurrent and which interferes significantly with his/her job responsibilities.

Congruent with employer's company policy, employee's supervisor has given appropriate feedback/warnings to employee regarding behavior. If problem behavior is suspected substance abuse for a safety sensitive position then trained supervisor(s) suggest(s) reasonable suspicion test.

Problem behavior reaches point of supervisor mandating referral to EAP in order for employee to maintain his/her employment.

Employee participates in assessment, short term counseling, and referrals as appropriate.

**SUPERVISOR SUGGESTED**

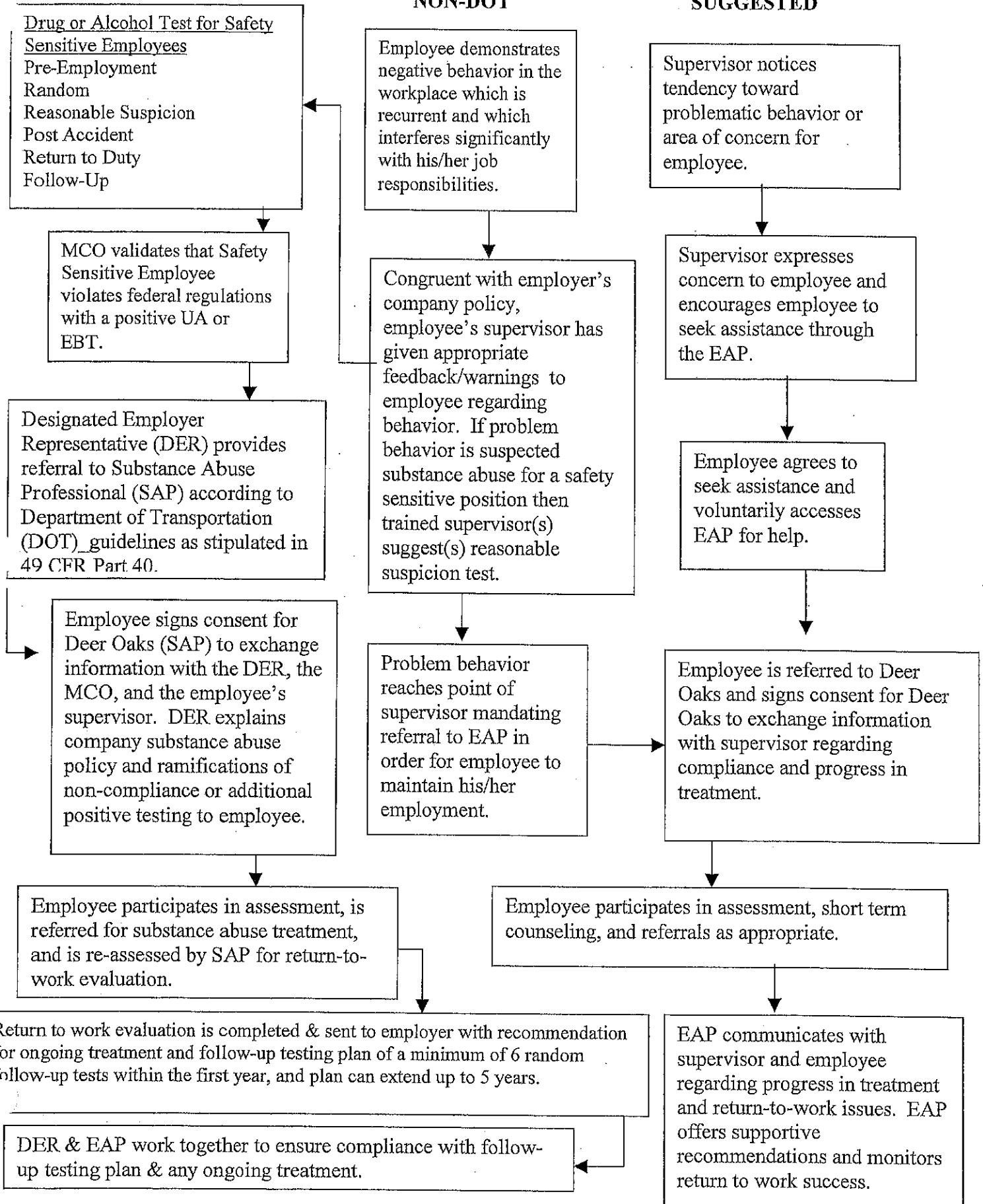
Supervisor notices tendency toward problematic behavior or area of concern for employee.

Supervisor expresses concern to employee and encourages employee to seek assistance through the EAP.

Employee agrees to seek assistance and voluntarily accesses EAP for help.

Employee is referred to Deer Oaks and signs consent for Deer Oaks to exchange information with supervisor regarding compliance and progress in treatment.

EAP communicates with supervisor and employee regarding progress in treatment and return-to-work issues. EAP offers supportive recommendations and monitors return to work success.





DEER OAKS EAP SERVICES  
7272 Wurzbach Rd.; Suite 601  
San Antonio, Texas 78240  
(210) 615-8880  
Fax: (210) 615 - 0501

**Return to Work Letter**

Date:

Ms. XX  
XX  
Human Resources Department  
Fax: XXXXXXXX

Dear Ms. XX

This letter is to inform you that Mr. Doe (123-45-6789) completed recommendations from this office to attend and complete classes (Drug Offender Education Classes 15 hours) and to provide a clean UA. Mr. Doe appeared appropriate to return to work when assessed by this office today. Mr. Doe came to Deer Oaks EAP Services on 04/02/03 for an assessment after testing positive on a UA for cocaine and marijuana. He successfully completed the classes in 04/12/03. He participated well in class. Mr. Doe had a clean UA on 04/16/03. In summary, Mr. Doe completed his requirements and successfully complied with the recommendations made to him.

Over the course of the year, Mr. Doe will need to attend 8 more EAP sessions with the one of our counselors. His follow up testing plan is attached. We will continue to monitor and assess him in these sessions and will contact you if our recommendations change over the course of time. Should you need further assistance, please feel free to call us at 614-2273.

Sincerely,

---

Clinican  
Licensed Psychologist



DEER OAKS EAP SERVICES  
7272 Wurzbach Rd.; Suite 601  
San Antonio, Texas 78240  
(210) 615-8880  
Fax: (210) 615-0501

### RETURN TO WORK CONTRACT

Date: \_\_\_\_\_

Employee Name: _____
Employer: _____
Department: _____
Supervisor: _____
Supervisor's Phone Number: _____
Employee's Consent Obtained to Exchange Information with Employer/Supervisor?      Yes    No

Date Employee Left Work: _____
Date Employee Initiated Treatment: _____
Diagnosis being Treated: _____
Number of Treatment Sessions to Date: _____

Presenting Symptoms & Impact on Employee's Vocational Functioning:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Specific Tasks Required of Employee's Job Position: \_\_\_\_\_  
\_\_\_\_\_

Is employee's condition static or well-stabilized?    Yes    No

Is Employee's condition likely to deteriorate and/or is employee likely to experience sudden incapacitation as a result of her condition?    Yes    No    If Yes, please explain.

Is Employee likely to suffer injury or harm to self or others by carrying out, with or without accommodation, the tasks of his/her position?    Yes    No    If Yes, please explain.

Recommended Date for Return to Work: _____
Recommended Number of Hours for Employee to Work: _____
Recommended Accommodations for Employee's Return to Work (which would likely enhance his/her vocational functioning and reduce the likelihood of deterioration of his/her presenting condition):
1. _____
2. _____
3. _____
4. _____
5. _____
Recommended Frequency of Treatment to Facilitate Return to Work: _____

\_\_\_\_\_  
Clinician's Signature



DEER OAKS EAP SERVICES  
7272 Wurzbach Rd.; Suite 601  
San Antonio, Texas 78240  
(210) 615-8880  
Fax: (210) 615 - 0501

**Initial Letter for Substance Abuse**

March 1, 2006

Ms. XX  
XX  
Human Resources Department  
Fax: 555-3278

Dear Ms. XX:

Our office assessed Mr. Doe on February 13, 2006 per a referral by the XX for a positive UA on February 13, 2006 for cocaine and marijuana. The result of this assessment indicated a need for him to attend 10 EAP sessions with one of our counselors over the course of 12 months and for Mr. Doe to attend a Drug Offender education program classes (15 hrs.) and provide a clean UA before this office will submit a return to work letter.

We will continue to monitor Mr. Doe's attendance and compliance with the recommendations made by our office and will contact you when he has successfully completed the requirements and the recommendations made by this office. We will also contact you if our recommendation changes over the course of time.

It is our recommendation that Mr. Doe receives no fewer than six random UA tests over the next 12 months. The recommendations may be in addition to any existing company policies. Should you need further assistance, please feel free to call us at 123-4596.

Sincerely,

---

Clinician  
Licensed Psychologist



**Deer Oaks EAP Services  
Mandatory Referral Case Management Report**

Patient Name: XXXXXXXX  
Date of SAP Referral: 01/06/02  
Date of SAP Assessment: 01/08/02  
Nature of Referrals: Education, Treatment, Follow-up Testing, Follow-up Monitoring of Aftercare; Referrals to health plan

Primary Clinician: \_\_\_\_\_  
Consents Obtained for: \_\_\_\_\_ Date \_\_\_\_\_  
\_\_\_\_\_ Date \_\_\_\_\_  
\_\_\_\_\_ Date \_\_\_\_\_

Case Management Notes:

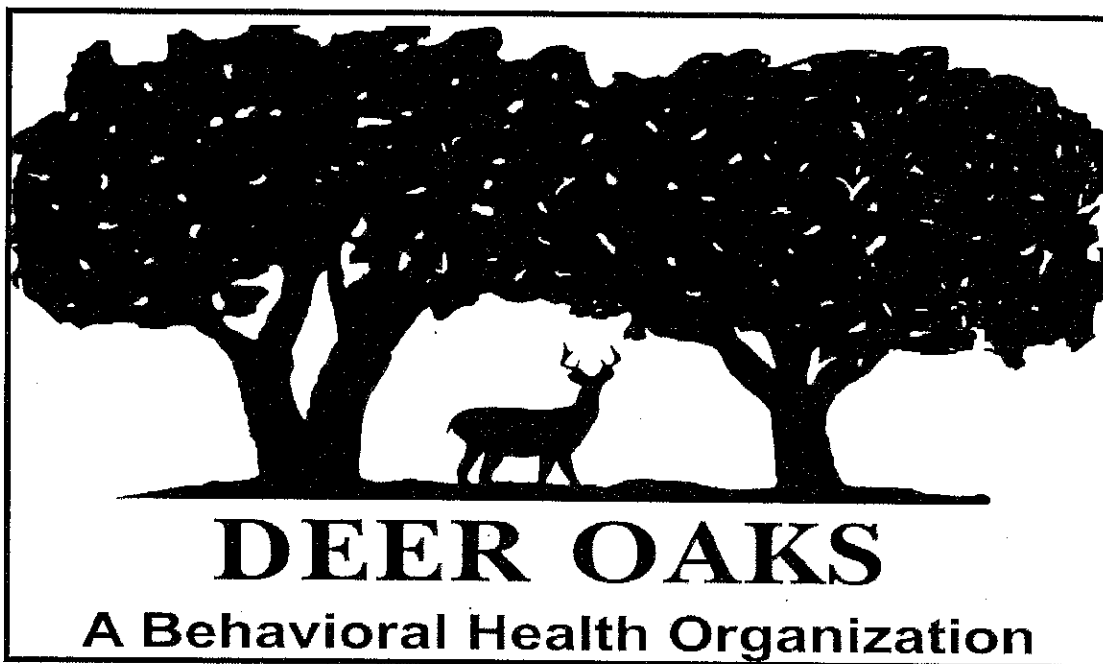
Date: \_\_\_\_\_ Visit /Telephonic Consult / Review of testing or treatment  
\_\_\_\_\_  
\_\_\_\_\_  
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Date: \_\_\_\_\_ Visit /Telephonic Consult / Review of testing or treatment  
\_\_\_\_\_  
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Date: \_\_\_\_\_ Visit /Telephonic Consult / Review of testing or treatment  
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\_\_\_\_\_  
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Date: \_\_\_\_\_ Visit /Telephonic Consult / Review of testing or treatment  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Section IX



## **SECTION IX: FINANCIAL STABILITY**

Please refer to Financial Sheets following this page.

**Deer Oaks - A Behavioral Health Organization**  
**Combined Balance Sheets**  
**As of December 31, 2004 and 2005**

	<u>2004</u>	<u>2005</u>
<b>ASSETS</b>		
<b>Current Assets:</b>		
Cash	\$ 10,996	\$ 11,325
Trade accounts receivable, net	1,215,657	1,374,438
Accounts receivable - affiliates	250,878	228,534
Prepaid expenses	<u>66,999</u>	<u>43,114</u>
Total Current Assets	<u>1,544,530</u>	<u>1,657,411</u>
<b>Property and Equipment-</b>		
Less: accumulated depreciation	<u>(731,503)</u>	<u>(851,170)</u>
	<u>417,311</u>	<u>485,081</u>
<b>Other Assets:</b>		
Goodwill, net of accumulated amortization	736,722	687,056
Note receivable from affiliate	-	455,054
Security deposits	<u>13,899</u>	<u>18,272</u>
	<u>750,621</u>	<u>1,160,382</u>
Total Assets	<u>\$ 2,712,462</u>	<u>\$ 3,302,874</u>
<b>LIABILITIES AND SHAREHOLDER'S EQUITY</b>		
<b>Current Liabilities:</b>		
Short term notes payable to banks	\$ 430,000	\$ 600,000
Current maturities of long term debt	142,799	151,556
Accounts payable	101,874	167,136
Accrued expenses	<u>117,743</u>	<u>101,825</u>
Total Current Liabilities	<u>792,416</u>	<u>1,020,517</u>
Long Term Debt, net of current maturities	<u>816,207</u>	<u>664,604</u>
Total Liabilities	<u>1,608,623</u>	<u>1,685,121</u>
<b>Shareholder's Equity:</b>		
Common stock	2,000	2,000
Additional paid-in capital	11,200	11,200
Advances from shareholder	210,600	912,458
Retained earnings	<u>880,039</u>	<u>692,095</u>
Total Shareholder's Equity	<u>1,103,839</u>	<u>1,617,753</u>
Total Liabilities and Shareholder's Equity	<u>\$ 2,712,462</u>	<u>\$ 3,302,874</u>

# Deer Oaks - A Behavioral Health Organization

## Combined Statements of Income

For the Years Ended December 31, 2004 and 2005

	<u>2004</u>	<u>2005</u>
<b>Service Revenue</b>	\$ 9,314,568	\$ 11,314,771
<b>Cost of Services</b>	<u>4,237,253</u>	<u>5,445,571</u>
	<u>5,077,315</u>	<u>5,869,200</u>
<b>General and Administrative Expenses:</b>		
Salaries and benefits	2,250,067	2,665,460
Office Rent	438,556	580,378
Travel & Entertainment	241,988	305,880
Supplies	154,203	239,532
Telephone & Fax	103,534	154,145
Vehicles	98,131	132,769
Staff Meetings	91,383	124,103
Advertising & Promotion	57,873	106,532
Computers & Internet	82,099	102,503
Professional Fees	56,714	100,195
Printing	44,930	58,184
Postage & Delivery	41,615	57,577
Maintenance & Repairs	26,784	43,629
Utilities	32,588	41,401
Taxes Other Than Income	30,546	37,104
Cell Phones & Pagers	31,540	35,107
Contract Labor	71,444	34,621
Insurance	27,818	34,284
Copiers	15,926	20,096
Other	45,948	67,074
Total	<u>3,943,687</u>	<u>4,940,574</u>
<b>Income from operations</b>	1,133,628	928,626
<b>Other income (expense):</b>		
Depreciation and amortization	(96,668)	(169,334)
Interest, net	<u>(60,878)</u>	<u>(84,911)</u>
Total	<u>(157,546)</u>	<u>(254,245)</u>
<b>Net Income</b>	<u>\$ 976,082</u>	<u>\$ 674,381</u>

**CONTRACT**

This agreement is made and entered into on the date of execution hereof by and between Montgomery County, hereinafter referred to as "County", a body corporate and politic under the laws of Texas, whose address for the purposes hereof is: Commissioners' Court, Montgomery County Commissioners' Court Building, 301 N. Thompson, Conroe, Texas 77301, and Deer Oaks EAP Services a \_\_\_\_\_ whose address for the purposes hereof is 7272 Wurzbach San Antonio \_\_\_\_\_, Texas, 78240 hereinafter called "Offeror".

**WITNESSETH**

**WHEREAS**, the County Commissioners' Court did on November 13, 2006, award to Offeror a contract for supplying RFP10 Employee Assistance Program in quantities and at the prices therein set out; and

**WHEREAS**, the parties thereto now desire to memorialize said contract in writing in accordance with the proposal submitted by Offeror and specifications and terms and conditions of County;

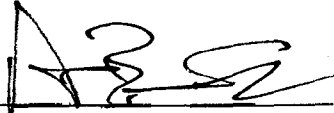
**NOW THEREFORE**, know all men by these presents, the following contract is entered into by County and the undersigned Offeror.

1. (a.) The proposal document submitted by Offeror; (b.) County "Standard Purchase Terms and Conditions"; (c.) County "Specifications"; (d.) "Recommendation" of County Purchasing Agent; and (e.) any scientific analysis submitted to the County are attached hereto and by this reference become part hereof.
2. Offeror represents that it possesses all right, title, and ownership to the goods, materials or services which are to be conveyed to County under the terms of this agreement.

**ENTIRE AGREEMENT:**

This contract contains the whole agreement between the County and Offeror in respect to the purchase and sale contemplated hereby, and there are no representations, terms, conditions, or collateral agreements, other than expressly set forth herein.

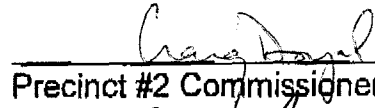
**MONTGOMERY COUNTY, TEXAS**



County Judge



Precinct #1 Commissioner



Precinct #2 Commissioner



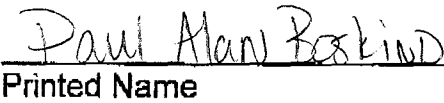
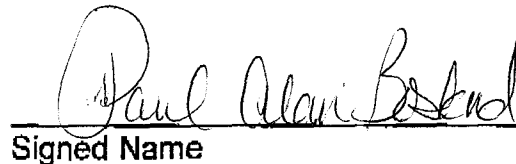
Precinct #3 Commissioner



Precinct #4 Commissioner

WHEREFORE, premises considered, County hereby executes this agreement on the 13 day of November, 2006.

**ACCEPTED BY OFFEROR:**

  
Printed Name  
Signed Name

(If this contract is with a corporation, it must be executed by an officer thereof hereunto duly authorized, and the seal of the corporation impressed.)

WHEREFORE, premises considered, Offeror hereby executes this agreement on the 13 day of November, 2006.

**FUNDING OUT**

It is expressly understood and agreed that County has available the total maximum sum of funds hereinafter certified available by the County Auditor of County for the purposes of satisfying County's obligations under the terms and provisions of this agreement; that notwithstanding anything to the contrary or that may be construed to the contrary, the liability of County is limited to said sum, plus additional amounts of funds from time to time certified available for the purpose of satisfying the County's obligations under the terms and provisions of this agreement, the sole and exclusive remedy of Offeror shall be to take possession of any goods or materials and to terminate this agreement.

**AUDITOR'S CERTIFICATE**

I do hereby certify that funds are available sufficient to pay the obligation of Montgomery County under and within the foregoing Agreement.



Linda Breazeale  
County Auditor  
Montgomery County, Texas

11/12/06

Date

THIS CONTRACT TO BE PAID BY  
RISC MGT - DEPT 402.

# SECTION VIII: PRICING

1) 6 session model EAP

\$ 1.23

8 session model EAP

\$ 1.45

(Per employee per month)

2) Cost for items that are not included in the above cost (i.e. Materials, training, etc.):

**Optional Add-On Services**

- o *Enhanced Online Work-Life Services* with access to:
  - Balanced Life - 100 interactive tools and videos and over 400 articles, and a searchable database of over 800,000 child and eldercare providers.
  - Personal Growth & Online Training - 45 interactive training courses and 400 articles.
  - Health - Hundreds of videos, over 2,000 Harvard Medical School reviewed articles and dozens of health assessments and tools
  - Legal - Hundreds of state-specific legal forms, over 1,000 articles, and a searchable database of over 400,000 attorneys
  - Financial - 140 calculators, 95 common federal tax forms, thousands of state-specific tax forms and over 1000 articles.
  - Mental Health (optional) - Hundreds of articles, over 50 videos and quizzes and 6 (six) mental health assessments especially designed to compliment EAPs
- o Additional Onsite Workplace Consultations or Psychoeducational Trainings
- o Onsite Health and Wellness 8-week Psychotherapy Groups
- o Diversity Training
- o Concierge Services
- o Fitness for Duty Evaluations

**Optional Add-On Benefits:**

- Enhanced Online Work-Life Services:
- Additional Onsite Workplace Consultation or Psychoeducational Trainings
- Diversity Training
- Workplace Violence Prevention Training-
- Health and Wellness Coaching
- Concierge Services
- Fitness for Duty Evaluations

\$ .33 PEPM ✓

\$150.00 per hour

\$150.00 per hour

\$150.00 per hour

\$ .25 PEPM ✓

\$ .10 PEPM

\$ 850.00 per evaluation

\$ 2.03

Deer Oaks guarantees the above listed prices for a period of two (2) years. Rates may be negotiated in subsequent years not to exceed a 5% increase per renewal year.

Deer Oaks EAP Services, LLP

Name of Company

*Francis J. Derian*

Signature of representative