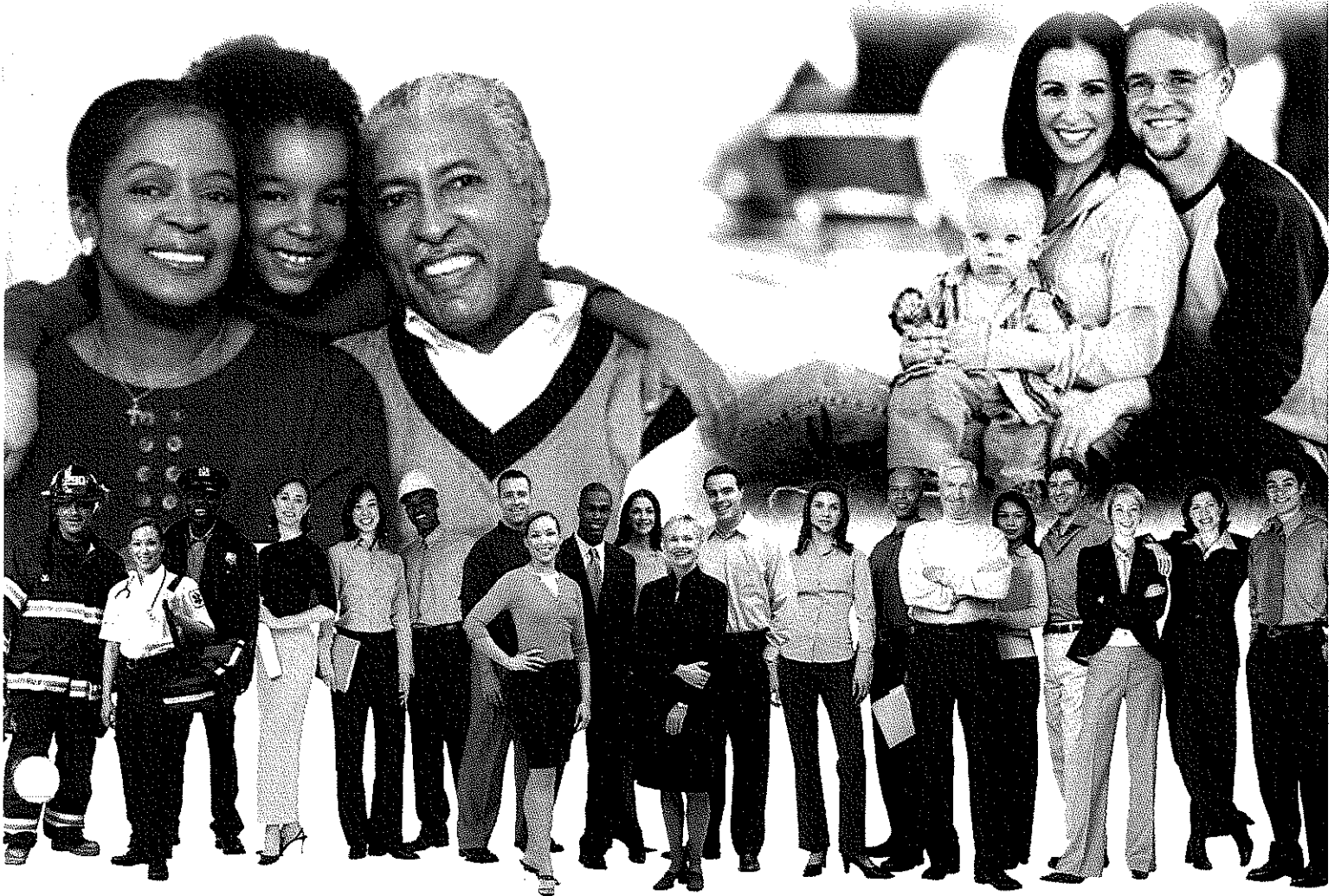


Deer Oaks EAP Services



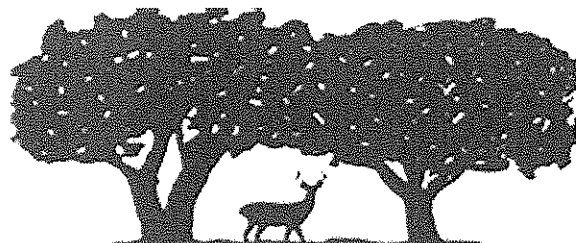
“A Resource You Can Trust”

State of West Virginia

Department of Environmental Protection

Request for Quote # DEP14213

Employee Assistance Program (EAP Services)



**DEER OAKS
EAP SERVICES**

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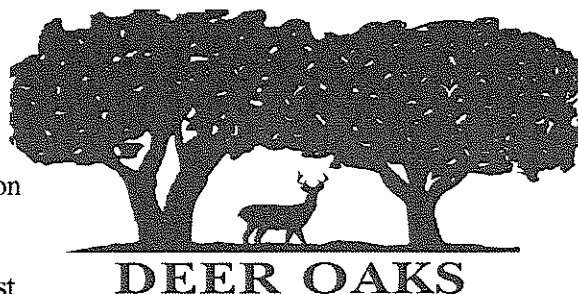
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February 12, 2008

Department of Administration
Purchasing Division
Building 15
2019 Washington Street, East
Charleston, WV 25305



Subject: RFQ# DEP14213 for Employee Assistance Program (EAP) Services

Dear Mr. Bowman,

Deer Oaks EAP Services, LLC (Deer Oaks) welcomes this opportunity to submit a proposal for Employee Assistance Program services for the approximately 825 employees and dependents of the State of West Virginia Department of Environmental Protection (herein referred to as "DEP"). Deer Oaks recognizes the DEP's objectives to provide counseling and referral services to employees and their family members and is able to offer an Employee Assistance program specifically structured around the specifications and requirements outlined in the RFP. Deer Oaks guarantees the financial stability and clinical resources for the provision of the Employee Assistance, Work/Life, Legal, Financial, and Health and Wellness services proposed in this proposal response. Further, Deer Oaks shall comply with all Department procedures governing this contract and will remain in strict compliance with all applicable state and federal laws.

Comprehensive, Customized, and Cost-efficient... These three tenets underlying the Deer Oaks Program Design have helped to maximize the efficacy of the EAP. Specialized employer group services, including Management Consultation, DOT Substance Abuse Professional Services and Training, as well as Organizational Interventions are critical tools available to DEP management and supervisors. Attention to customer service, access, and availability through prompt responsiveness, flexibility, and a panel of EAP staff and network providers throughout the entire nation ensure ease and simplicity in seeking services. HR Directors and Benefits Managers can depend on Deer Oaks to handle mandatory referrals, critical incidents, and challenging workplace situations such as workplace violence, diversity training, safety, and/or sexual harassment.

Deer Oaks places great emphasis on Program Promotion and will provide to DEP employees articles for the HR Newsletter, brochures, posters, wallet cards, payroll stuffers, electronic newsletters, and Employee Orientation materials. Additionally, Deer Oaks welcomes the Department's input into these promotional materials, as with all features of the program, and can customize the Program's Promotion to meet the Department's specific needs.

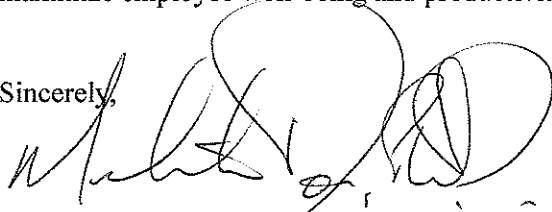
Deer Oaks also offers online EAP services available at www.deeroaks.com, including a comprehensive array of prevention and education materials that are available to supervisors, employees, and family members at any time. Online chat rooms and discussion boards, personal plan programs, and a wide variety of downloadable, PowerPoint employee and supervisor training presentations are helpful ways of expanding the program's reach to those employees who prefer to "surf" for a solution to their personal concerns.

"Deer Oaks has become a valuable partner in the effort to provide assistance to our employees and members of their families...and our 'not so secret weapon' in the efforts to minister to the needs of [our] employees and to enhance their ability to successfully address the challenges of the workplace and life in general.

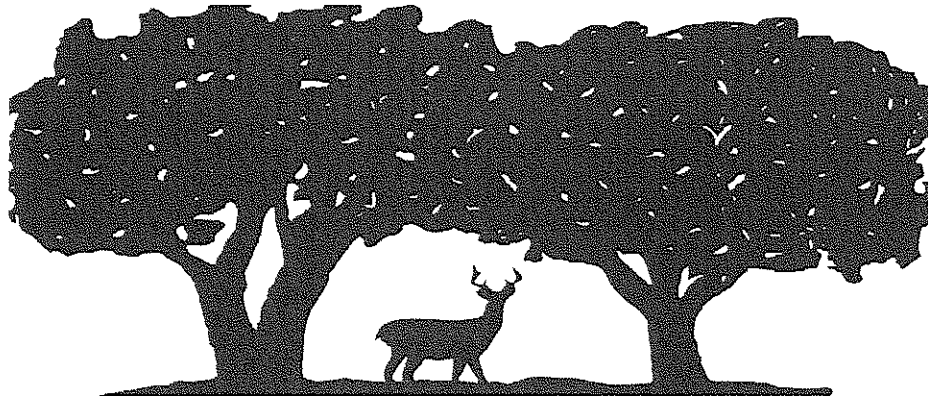
***Olin Clemmons—
Texas Health and
Human Services
Commission***

In sum, Deer Oaks would be honored to partner with the State of West Virginia- Department of Environmental Protection in offering an enhanced EAP benefit to its employees and dependents. Deer Oaks seeks to provide a more comprehensive EAP benefit for a greater value and shares the DEP's mission to provide the highest quality of prevention, education, and counseling services in order to maximize employee well-being and productivity.

Sincerely,



Melinda Down, Ph.D.
Chief Operations Officer



DEER OAKS



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

RFQ NUMBER
 DEP14213

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 1

ADDRESS CORRESPONDENCE TO ATTENTION OF
 CHUCK BOWMAN
 304-558-2157

PURCHASER

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SHIP TO

ENVIRONMENTAL PROTECTION
 DEPARTMENT OF
 OFFICE OF ADMINISTRATION
 601 57TH STREET SE
 CHARLESTON, WV
 25304 304-926-0499

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
01/17/2008				

BID OPENING DATE: 02/13/2008 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	LS		952-75		
<p>EMPLOYEE ASSISTANCE SERVICES</p> <p>THE WEST VIRGINIA PURCHASING DIVISION, FOR THE AGENCY, THE WEST VIRGINIA DEPARTMENT OF ENVIRONMENTAL PROTECTION, IS SOLICITING BIDS FROM QUALIFIED VENDORS TO PROVIDE ALL SERVICES TO IMPLEMENT AND ADMINISTER AN EMPLOYEE ASSISTANCE PROGRAM. A COMPREHENSIVE, SYSTEMATIC APPROACH TO THE REDUCTION OF EMPLOYEE'S WORK HAMPERING PERSONAL PROBLEMS SUCH AS ALCOHOLISM, DRUG ABUSE, MARITAL, FAMILY, EMOTIONAL, FINANCIAL, AND LEGAL. IT WILL BE AN EMPLOYEE RELATIONS PROGRAM AS WELL AS A SUPPORT SYSTEM FOR ALL EMPLOYEES.</p> <p>THE PROGRAM IS DESIGNED TO DEMONSTRATE D.E.P.'S CONCERN FOR IT'S EMPLOYEES, ASSIST MANAGEMENT IN DEALING WITH DECLINING PERFORMANCE, PROVIDE CONFIDENTIAL PROFESSIONAL ASSISTANCE FOR TROUBLED EMPLOYEES, REDUCE EXCESSIVE AGENCY COSTS ASSOCIATED WITH PERSONAL PROBLEMS, AND ASSIST THE AGENCY GOAL OF A HEALTHY AND PRODUCTIVE WORK FORCE, PER THE ATTACHED SPECIFICATIONS.</p> <p>ALL INCLUSIVE YEARLY PRICE SHOULD BE CALCULATED AS SHOWN: MONTHLY PRICE PER EMPLOYEE X 12 MONTHS X 825 EMPLOYEES = \$ PRICE PER YEAR. PLEASE ENTER THIS AMOUNT AT THE END OF THE RFQ IN THE SPACE LABELED "TOTAL".</p> <p>EXHIBIT 3</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Handwritten Signature]* TELEPHONE: (210) 615-3414 DATE: 02-12-08
 TITLE: Chief Operations Officer (FBI) 74-2732391 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
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BID OPENING DATE: 02/13/2008 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE UPON AWARD AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICES SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME</p>						

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SIGNATURE	TELEPHONE	DATE
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



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ADDRESS CORRESPONDENCE TO ATTENTION OF:
**CHUCK BOWMAN
 304-558-2157**

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STANDARD

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BID OPENING DATE: **02/13/2008** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THIS CONTRACT IS AUTOMATICALLY NULL AND VOID, AND IS TERMINATED WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p style="text-align: center;">VENDOR PREFERENCE CERTIFICATE</p> <p>CERTIFICATION AND APPLICATION* IS HEREBY MADE FOR PREFERENCE IN ACCORDANCE WITH WEST VIRGINIA CODE, 5A-3-37 (DOES NOT APPLY TO CONSTRUCTION CONTRACTS).</p> <p>A. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p>() BIDDER IS AN INDIVIDUAL RESIDENT VENDOR AND HAS RESIDED CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p>						

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01/17/2008				

BID OPENING DATE: 02/13/2008 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>() BIDDER IS A PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR AND HAS MAINTAINED ITS HEAD-QUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR 80% OF THE OWNERSHIP INTEREST OF BIDDER IS HELD BY ANOTHER INDIVIDUAL, PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR WHO HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p>(✓) BIDDER IS A CORPORATION NONRESIDENT VENDOR WHICH HAS AN AFFILIATE OR SUBSIDIARY WHICH EMPLOYS A MINIMUM OF ONE HUNDRED STATE RESIDENTS AND WHICH HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA CONTINUOUSLY FOR THE FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION.</p> <p>B. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p>() BIDDER IS A RESIDENT VENDOR WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES WORKING ON THE PROJECT BEING BID ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID;</p> <p>OR</p> <p>(✓) BIDDER IS A NONRESIDENT VENDOR EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS OR IS A NONRESIDENT VENDOR WITH AN AFFILIATE OR SUBSIDIARY WHICH MAINTAINS ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS WHO CERTIFIES THAT,</p>						

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State of West Virginia
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 CHUCK BOWMAN
 304-558-2157

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DISPATCH

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 25304 304-926-0499

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LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES OR BIDDERS' AFFILIATE'S OR SUBSIDIARY'S EMPLOYEES ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID.</p> <p>BIDDER UNDERSTANDS IF THE SECRETARY OF TAX & REVENUE DETERMINES THAT A BIDDER RECEIVING PREFERENCE HAS FAILED TO CONTINUE TO MEET THE REQUIREMENTS FOR SUCH PREFERENCE, THE SECRETARY MAY ORDER THE DIRECTOR OF PURCHASING TO: (A) RESCIND THE CONTRACT OR PURCHASE ORDER ISSUED; OR (B) ASSESS A PENALTY AGAINST SUCH BIDDER IN AN AMOUNT NOT TO EXCEED 5% OF THE BID AMOUNT AND THAT SUCH PENALTY WILL BE PAID TO THE CONTRACTING AGENCY OR DEDUCTED FROM ANY UNPAID BALANCE ON THE CONTRACT OR PURCHASE ORDER.</p> <p>BY SUBMISSION OF THIS CERTIFICATE, BIDDER AGREES TO DISCLOSE ANY REASONABLY REQUESTED INFORMATION TO THE PURCHASING DIVISION AND AUTHORIZES THE DEPARTMENT OF TAX AND REVENUE TO DISCLOSE TO THE DIRECTOR OF PURCHASING APPROPRIATE INFORMATION VERIFYING THAT BIDDER HAS PAID THE REQUIRED BUSINESS TAXES, PROVIDED THAT SUCH INFORMATION DOES NOT CONTAIN THE AMOUNTS OF TAXES PAID NOR ANY OTHER INFORMATION DEEMED BY THE TAX COMMISSIONER TO BE CONFIDENTIAL.</p> <p>UNDER PENALTY OF LAW FOR FALSE SWEARING (WEST VIRGINIA CODE 61-5-3), BIDDER HEREBY CERTIFIES THAT THIS CERTIFICATE IS TRUE AND ACCURATE IN ALL RESPECTS; AND THAT IF A CONTRACT IS ISSUED TO BIDDER AND IF ANYTHING CONTAINED WITHIN THIS CERTIFICATE CHANGES DURING THE TERM OF THE CONTRACT, BIDDER WILL NOTIFY THE PURCHASING DIVISION IN WRITING IMMEDIATELY.</p>						

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SIGNATURE	TELEPHONE	DATE
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ADDRESS CORRESPONDENCE TO ATTENTION OF:
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 304-558-2157**

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 OFFICE OF ADMINISTRATION
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 CHARLESTON, WV
 25304 304-926-0499

DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
01/17/2008				

BID OPENING DATE: **02/13/2008** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>BIDDER: <u>Deer Oaks EAP Services, LLC</u></p> <p>DATE: <u>2/12/08</u></p> <p>SIGNED: <u>[Signature]</u></p> <p>TITLE: <u>Chief Clinical Officer</u></p> <p>* CHECK ANY COMBINATION OF PREFERENCE CONSIDERATION(S) IN EITHER "A" OR "B", OR BOTH "A" AND "B" WHICH YOU ARE ENTITLED TO RECEIVE. YOU MAY REQUEST UP TO THE MAXIMUM 5% PREFERENCE FOR BOTH "A" AND "B". (REV. 12/00)</p> <p>NOTICE</p> <p>AN ORIGINAL, SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>BID MUST CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: CB-23</p>						

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TITLE	FEN	ADDRESS CHANGES TO BE NOTED ABOVE

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**CHUCK BOWMAN
 304-558-2157**

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 601 57TH STREET SE
 CHARLESTON, WV
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DATE PRINTED	TERMS OF SALE	SHIP VIA	FOB	FREIGHT TERMS
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BID OPENING DATE: **02/13/2008** BID OPENING TIME **01:30PM**

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT															
RFQ. NO.: DEP14213 BID OPENING DATE: 02/13/2008 BID OPENING TIME: 1:30 PM PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: <i>(210) 615-0501</i> CONTACT PERSON (PLEASE PRINT CLEARLY): <i>Melinda Down, Ph.D., Chief Operations officer</i>																					
***** THIS IS THE END OF RFQ DEP14213 ***** TOTAL: <i>Please see matrix below:</i>																					
<table border="1"> <thead> <tr> <th>Number of Counseling Visits</th> <th>PEPM</th> <th>Annual Contract Amount</th> </tr> </thead> <tbody> <tr> <td>4 counseling visits</td> <td>\$ 1.35</td> <td>\$13,365.00</td> </tr> <tr> <td>5 counseling visits</td> <td>\$ 1.56</td> <td>\$15,444.00</td> </tr> <tr> <td>6 counseling visits</td> <td>\$ 1.78</td> <td>\$17,622.00</td> </tr> <tr> <td>8 counseling visits</td> <td>\$ 2.19</td> <td>\$21,681.00</td> </tr> </tbody> </table>							Number of Counseling Visits	PEPM	Annual Contract Amount	4 counseling visits	\$ 1.35	\$13,365.00	5 counseling visits	\$ 1.56	\$15,444.00	6 counseling visits	\$ 1.78	\$17,622.00	8 counseling visits	\$ 2.19	\$21,681.00
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6 counseling visits	\$ 1.78	\$17,622.00																			
8 counseling visits	\$ 2.19	\$21,681.00																			

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STATE OF WEST VIRGINIA
Purchasing Division

012

PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

LICENSING: Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

CONFIDENTIALITY: The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendors should visit www.state.wv.us/admin/purchase/privacy for the Notice of Agency Confidentiality Policies.

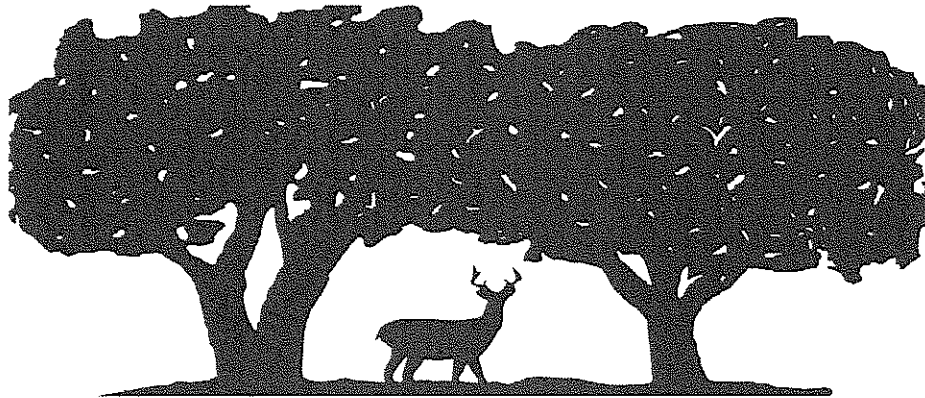
Under penalty of law for false swearing (West Virginia Code, §61-5-3), it is hereby certified that the vendor acknowledges the information in this said affidavit and are in compliance with the requirements as stated.

Vendor's Name: Deer Oaks EAP Services, LLC

Authorized Signature: [Signature] Date: 02-12-08

Company Description and Experience

- ◆ **Deer Oaks EAP Company Overview**
- ◆ **Experience and Responsibility Summary**
- ◆ **Account Management Team**



DEER OAKS

Overview of Deer Oaks EAP Services

Deer Oaks EAP Services, a division of Deer Oaks Mental Health Associates, P.C., is a large, nationwide behavioral health organization headquartered in San Antonio, Texas and owned by psychologist Paul Alan Boskind, Ph.D.

Deer Oaks currently provides Employee Assistance Program (EAP), Work/Life and Health & Wellness Services to a wide variety of employer groups throughout North America. Deer Oaks is known for its creative and comprehensive approach to ensuring that the value of the EAP is maximized from the perspective of both the employer and employee. If the EAP is utilized and effective, employees will be happier and more productive and employer groups will notice a reduction in medical claims, sick days, absenteeism, and turnover.

Deer Oaks recognizes the budgetary constraints facing many employer groups and offers cost-competitive EAP solutions. Additionally, Deer Oaks emphasizes doctoral level supervision over the program design to ensure that the program is clinically effective and on-target. Pride is taken in the attention devoted to each and every employer group. Clinical and Administrative Account Services are handled by a team of carefully selected professionals.



Overview of Deer Oaks EAP Services

Motivating Employees

Individually-Tailored Programs

Deer Oaks offers Employee Assistance Programs that are individually-tailored and well-suited to meet the employer's specific needs. Supervisory Training, Critical Incident Stress Debriefing (CISD), and Employee Wellness seminars benefit from the sophistication of doctoral level oversight. Deer Oaks provides state-of-the-art online EAP services including helpful resources, tips, tools, articles, and videos. Additionally, the Deer Oaks Work/Life Services include legal and financial services, childcare/eldercare referrals, Maternity-at-Work programs, and assistance with balancing work and family. Deer Oaks also offers extensive health and wellness programs for smoking cessation, healthy weight management and assistance with disease management and stress. Deer Oaks offers a broad range of choices of EAP counselors through an experienced network of providers ranging in age, gender, specialty, and bilingual capabilities.



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www.deeroaks.com

A More Comprehensive EAP for a Greater Value

Deer Oaks Mission

The mission at Deer Oaks is to provide the highest quality Employee Assistance Program, Work/Life, and Health and Wellness services to the employees, supervisors, managers, and directors of employer groups throughout North America. Deer Oaks strives to offer individually-tailored resources and solutions that will help improve employee well-being, workplace productivity, morale, and attendance; while reducing unnecessary medical claims, turnover, workplace conflict, substance abuse, and burnout.



Solutions for Employees

Partner with Employer Groups

It is part of the Deer Oaks mission to address the needs of employees and their family members in a comprehensive, systemic, and responsive fashion. Deer Oaks prioritizes doctoral level program oversight, effective short-term interventions, and exceptional customer service. Deer Oaks works to partner with employer groups in recognizing the workplace issues and dynamics that can benefit from organizational intervention and to provide assistance and training to supervisors, managers, and Human Resource Directors.

Finally, Deer Oaks is committed to maximizing the value of the EAP benefit through cost-competitive pricing, proactive prevention and education, and consistent efforts toward increasing awareness and utilization of the program. In sum, Deer Oaks strives to provide the *most comprehensive EAP for the greatest value.*

Deer Oaks Philosophy

The Deer Oaks philosophy of care for an EAP is conceptually unique. Many EAPs simply “assess and refer,” whereas Deer Oaks offers solution-focused EAP intervention from the very first visit. This “assess and solve” approach utilizes prevention, education, resources and strategic intervention to help restore a sense of balance and functionality.

Specialized assistance for the managers, executives, and supervisors of each employer group is an essential part of the Deer Oaks EAP. Deer Oaks believes that doctoral oversight and research, coupled with a combined staff-and-network model offers a high quality EAP with extensive diversity and geographic accessibility.



Deer Oaks Philosophy

Workplace Productivity

Holistic and Systemic Approach

Being part of a larger behavioral health company allows the Deer Oaks EAP to offer a more holistic and systemic approach to each problem; drawing upon expertise in diagnostic assessments, professional consultation, effective brief cognitive-behavioral interventions, psychopathology, health and wellness, and specialization with children, adolescents and the elderly. If the EAP can assist not only the employee but also his/her entire family, then change becomes more likely and effective.

Advantages of Deer Oaks EAP Services

Deer Oaks Value

- Competitively priced to offer "more EAP benefits for the money," in order to maximize the value to both the employee and employer group
- Deer Oaks EAP pricing saves employer groups 20% or more per employee per month

Deer Oaks Stability and Customer Service

- Deer Oaks is large enough to offer financial stability, extensive provider coverage, and comprehensive service delivery, yet small enough to offer more personalized and individually-tailored customer service to employer groups than other EAP vendors

Large Employer Group Expertise

- Deer Oaks has expertise in working with large employer groups with diverse departmental needs



Best of Both Worlds

- Separate entity from health plan ensures confidentiality and core competencies in the EAP
- Being part of a larger behavioral health provider organization offers diagnostic accuracy, appropriate referrals and specialization in children, adolescents and the elderly

Deer Oaks Counselors

- Deer Oaks counselors have diverse training to include adolescent and geriatric specialties, workplace violence, certified Substance Abuse Professionals, and Critical Incident Stress Debriefing
- Extensive network of experienced EAP counselors throughout North America

Deer Oaks Services and Program Design

- Combined staff and network model along with experienced key management personnel and an extensive Quality Assurance Program ensure a higher level of care
- Evidence-based EAP interventions that are designed to maximize benefit from short-term counseling
- Specialized programs including Management Assistance Programs, Work/Life Services, Maternity-at-Work Program, Health and Wellness Resources, and First Responders Program
- Doctoral level program oversight and research design EAP interventions and seminars

Stability and Customer Service

Value and Cost Savings

Employer groups stand to benefit substantially from the implementation of an EAP. The cost savings and return on investment is significant in terms of reduced absenteeism, reduced sick leave utilization, increased productivity, improved employee concentration and functioning, and medical plan premium reductions (both mental health and physical health benefit utilization should decrease).

Facts about the Cost Savings of EAPs

National studies have shown that:

- For every dollar invested in an EAP employers will save anywhere from \$5 to \$16
- Inpatient alcohol and drug abuse treatment costs are reduced by 75%
- Use of sick leave benefits decreased by 33%
- Work related accidents decline by 65%
- Worker's Compensation claims are reduced by as much as 30%

Reduced Medical Claims

- Healthier and happier employees have reduced medical claims.
- EAPs reduce overall mental health claims even when factoring in the cost of the EAP
- Treating stress and/or a mental health issue can reduce the chance of heart attacks, stroke and other health conditions that may require emergent care



Cost-Competitive Pricing

Indirect Savings

Employees will be More Productive

- Unaddressed stress and emotional issues often decrease workplace productivity

An Ounce of Prevention is Worth a Pound of Cure

- Employees who access their EAP benefit are more likely to avoid serious health concerns, mental and physical disability

If they're Not There, They Can't Work

- Employees experiencing personal and professional stress are more likely to be absent

Reduced Worker's Compensation, Disability Claims, and Accidents

- Employee Assistance Programs educate employees about substance abuse resulting in decreased workplace accidents

A Resource to be Trusted

- Employees are assured of confidentiality and privacy which encourages them to seek help when needed

Work Affects Life, Life Affects Work

- Employees with balanced lives are more reliable and attentive to their jobs.

Prevention, Education and Training

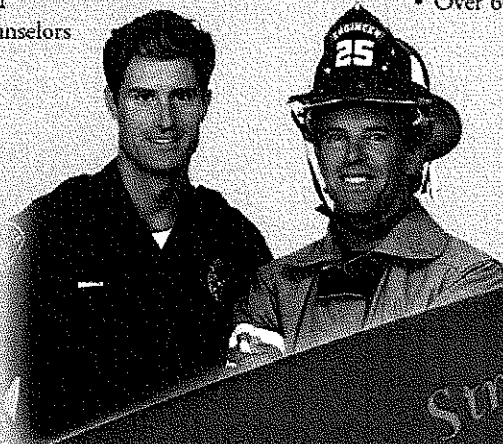
CISD, DOT, Managerial Assistance Programs

CISD

- Immediate response to emergencies
- In-person on-site counseling sessions
- Subscribe to the gold standard for Critical Incident Stress Management
- Individual and group counseling
- Department-wide debriefing services
- Pre-crisis preparation
- Defusing post-crisis chaos
- Individual crisis intervention
- Follow-up/referral
- Psychological "first aid"
- Over 5,000 CISD counselors nationwide

Department of Transportation Substance Abuse Professional (SAP) Services

- DOT drug and alcohol education training
- SAP services
- Face-to-face assessment
- Clinical evaluation
- Referrals for education and treatment programs
- Case management
- Follow-up evaluations
- Recommendation for testing and return to work
- Follows all DOT applicable guidelines
- Over 600 certified SAP professionals nationwide



Stress Management

Managerial Assistance Programs

- Management Consultation
- Individual and Group Assistance
- Management Training Manuals
- Supervisor Training
- Electronic Newsletters
- Departmental Assessment
- HR Toolkit

Leadership Training:

- Assessing Leadership Skills
- Powerful Leadership Techniques
- Team Building and The Team Concept
- Motivation
- Motivating Employees
- Coaching Skills
- Setting Performance Goals
- Cultivating Initiative
- Generating Enthusiasm
- Management Skills

Supervisor Training:

- Problem Solving
- The Art of Listening
- Time Management for Supervisors and Managers
- Effective Communication
- How to Run a Great Meeting
- Handling Employee Personal Problems
- Managing Office Stress
- Improving Work Habits
- Hiring the Best Workers
- Documenting Performance
- Dealing with Conflicts
- When to Make a Mandatory Referral
- Preparing for Change

Employee Wellness Seminars

Employee wellness seminars are presentation and discussion groups provided for employees that offer education and prevention on various topics. Additional seminar topics can be developed at the employer group's request.

- 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 problem
- Addictive Behaviors - gambling, workaholics exercise/dieting
- Financial Stress and Behavioral Solutions
- Organization Skills
- Simplify Your Life
- Signs of an Eating Disorder
- When Should I Get Help? When to Call the EAP
- Dealing with Difficult People
- Dealing with Change
- Reducing Job Stress
- How to Deal with the Holiday Blues
- Impulsivity and Violence - Recognizing the Silent Dangers
- Coping With Obstacles and Failure
- Assertiveness Training
- Weight Management



Health and Wellness

Family and the Workplace Employee Wellness Seminars:

- Helpful Tips for Step-Parenting
- Coping with the Loss of a Loved One
- Assisting with Elderly Parents
- Marital Stress
- Balancing Work and Family Life:
Overtime vs. Parent-time
- Time Management: Running from
Morning 'til Night
- Conflict Resolution: "Win-Win" Strategies
- Self-Esteem Building
- Single Parenting
- Respect in the Workplace
- Children and Divorce



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Experience and Responsibility Summary

Specific EAP Design for the State of West Virginia Department of Environmental Protection

Because of Deer Oaks' experience working with municipalities and State agencies, we offer the level of experience and familiarity with the employee population necessary to ensure the highest degree of quality EAP Services. Specificity of design is very important to an effective Employee Assistance Program and Deer Oaks recognizes some of the specific characteristics, needs, and challenges facing DEP employees and their dependents. As a result, Deer Oaks continues to tailor a program that is more comprehensive and relevant than that offered by other EAP providers.

Deer Oaks has extensive experience in providing EAP services to State agencies and municipalities, including the following:

- ◆ Texas Health and Human Services Commission
- ◆ State of North Carolina
- ◆ State of North Dakota
- ◆ Clay County, MO
- ◆ Montgomery County, TX
- ◆ Bexar County, TX
- ◆ Chavez County, NM
- ◆ City of Peoria, AZ
- ◆ City of Killeen, TX
- ◆ City of San Antonio, TX
- ◆ City of Schertz, TX
- ◆ City of Midland, TX
- ◆ City of Missouri City, TX
- ◆ City of Mission
- ◆ City of Waco, TX
- ◆ City of Laredo, TX
- ◆ City of Brownsville, TX
- ◆ City of Corpus Christi, TX
- ◆ City of Carrollton, TX
- ◆ City of Olathe, KS
- ◆ City of Farmington, NM
- ◆ City of Lawton, OK
- ◆ City of Litchfield Park, AZ
- ◆ City of Newnan, GA

Account Management

Deer Oaks Account Management

Deer Oaks is fortunate to have an outstanding Executive Management Team with a long history of successful EAP service delivery and management experience. This team, along with both customer and clinical account managers, has been assembled to serve as the EAP Customer Service and Implementation Team. This team has a total of more than 50 years experience with EAP service delivery, behavioral health services, contract management, customer satisfaction, administration and management of large behavioral health contracts.



Account Management

Alicia Barrera, Director of EAP Account Management, will serve as designated Contract Manager to the State of West Virginia Department of Environmental Protection. Ms. Barrera may be contacted: via telephone at (210) 615-3415 or 1-866-EAP-2400; via fax at (210) 615-0501; or via e-mail at abarrera@deeroaks.com. Ms. Barrera's responsibilities include the full scope of account and contract management, including customer service, utilization review reports, participant access, quality of service delivery, satisfaction surveys, in-service request and billing.

Ms. Barrera is backed by a comprehensive Signature Series Account team. The Signature Series Account 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 Clinical Operating 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 DEP 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 a DEP 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, CEO**, has decades of experience in providing EAP oversight, management, and short-term counseling. 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 Operations 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.

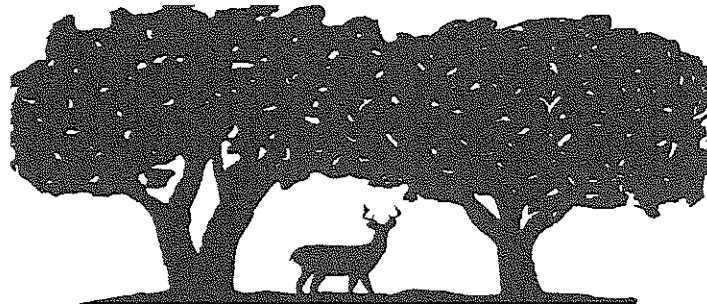


• **June Maxfeldt, PHR, Chief Business Officer**, has more than 20 years of experience in health care administration, EAP account management, human resources, quality assurance, and behavioral health oversight. Maxfeldt joined Deer Oaks in 1998 and is responsible for the oversight of human resources, 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.



• **Alicia Barrera, Director of EAP Account Management** 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. Additionally, her expertise in diversity provides support to the clinical team as needed to make community appropriate referrals.





DEER OAKS

A Behavioral Health Organization

ORGANIZATIONAL CHART

Paul Alan Boskind, Ph.D.

Chief Executive Officer

June Maxfeldt
Chief Business Officer

Melinda Down, Ph.D.
Chief Operations Officer

Marilyn Barrera
Director of EAP Operations

Alicia Barrera
Director of EAP Account Management

Office of
Credentialing

EAP
Business
Services
Office

Office of Quality Assurance

EAP Department

Office of
Organizational
Development

Office of
Financial
Management

Office of
Planning &
Strategic
Development

Office of
Sales &
Marketing

Training & Development

Clinic Directors

EAP Care
Coordinator
Department

EAP Clinical
Services Office

EAP
Network
Develop
Department

EAP Services

Source You

**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 91st 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

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

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 services providers, EAP Clinical Account managers and employers 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, etc.). Anticipates problems or complaints and initiates resolution immediately. Consults with clinical staff as needed for effective grievance resolution. Relies on extensive experience and judgment to plan and accomplish tasks in a creative/flexible manner.

Office Locations/Hours of Operation

Deer Oaks is committed to providing extensive geographic coverage to all employees and currently offers over 11,000 network providers throughout the nation. Deer Oaks has 100 clinicians in and around Charleston, WV representing a diverse ethnic base to assist DEP employees. Of the 100 clinicians, 35 are Doctoral-level clinicians. All other clinicians are at minimum a Master's level licensed professional counselor or social worker. Further, Deer Oaks continuously updates and adds clinical providers throughout the year based on employee population, critical need and client requests.

Further, Deer Oaks has established normal office hours of operation from 8:00am until 6:00pm, Monday through Friday for clinicians in Charleston, WV and surrounding areas. However, Deer Oaks also offers Saturday and evening appointments to meet the needs of all EAP participants. Deer Oaks also has a call center staffed with "live" care coordinators *24 hours a day, seven days a week, 365 days a year* (including weekends and holidays) to provide intake and assessment services and for emergency accessibility.

A list of network providers are listed on the following pages.



Deer Oaks EAP Services, LLC

Provider Listing for State of West Virginia- Department of Environmental Protection

City	Name	Address	Zip Code	Credentials
Charleston	Sowell, Sally	1207 Quarrier St. Ste 303	25301	PhD, CISD
Charleston	Kershner, Skyler	1207 Quarrier St. Ste 303	25301	LMFT
Charleston	Hefner, Rose	1207 Quarrier St. Ste 303	25301	LSW
Charleston	Rollins, Sabrina	1207 Quarrier St. Ste 303	25301	LPC
Charleston	Masso, Diana	1207 Quarrier St. Ste 303	25301	LPC
Charleston	Martin, Ann	1207 Quarrier St. Ste 303	25301	LPC
Charleston	Hicks, Susan	1207 Quarrier St. Ste 303	25301	MSW
Charleston	Arco, Christina	1013B Oakhurst Dr	25314	PhD
South Charleston	Burkhammer, Nancy	301 RHL Blvd Ste 21	25309	LPC
South Charleston	McNeely, Larry	4501 MacCorkle Ave SW #103	25309	LPC
South Charleston	Clifford, Randall	4501 MacCorkle Ave SW #103	25309	LPC
Fairmont	Swisher, Patricia	624 Fairmont Ave	26554	MA
Fairmont	Robinson, Jeniffer	1314 LocustAve	26554	PhD
Fairmont	Pearse, Ronald	1314 LocustAve	26554	PhD
Fairmont	Olman, Peggy	1314 LocustAve	26554	PhD
Fairmont	Wolfe, Margaret A	28 Oakwood Rd	26554	LPC
Hedgesville	Parkhill, Linda	48 Bradley Brook LA	25427	LPC
Martinsburg	Haram, John R.	52 Goshen Lane	25404	LCSW
Martinsburg	Rayl, Jessie	604 Wilson St.	25401	LPC
Martinsburg	Maiorano, Deborah	93 Crimson Circle	25403	SAP/DOT
Martinsburg	Kline Mortirner, Sandr	213 W John St.	25401	LPC
Martinsburg	O'Connell, Ginger	213 W John St.	25401	LPC
Morgantown	Esposito, Caroline E.	3606 Collins Ferry Rd Ste 101	26505	PhD
Morgantown	Ramer, Seth	2223 Sheat Rd	26508	LCSW
Morgantown	Czajka, Rachel	1197 Van Voorhis Rd	26505	PhD
Morgantown	Larita Sigly, Terry	1197 Van Voorhis Rd	26505	PhD
Morgantown	Baker, Edward	1197 Van Voorhis Rd	26505	PhD
Morgantown	Hawkins, Thomasina	1197 Van Voorhis Rd	26505	PhD
Morgantown	Woodram, Diane	1197 Van Voorhis Rd	26505	PhD
Morgantown	Freeman, William	1197 Van Voorhis Rd	26505	PhD
Morgantown	Haut, Marc	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Moran, Maria	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Bradlyn, Andrew	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Rankin, Eric	930 Chestnut Ridge Rd	26505	LICSW
Morgantown	Mizes, James	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Harris, Carole	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Edmundson, Robert	930 Chestnut Ridge Rd	26505	LICSW
Morgantown	Combs Lane, Amy	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Christy, Michelle	930 Chestnut Ridge Rd	26505	LICSW
Morgantown	Stanley, Angela	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Lander, Laura	930 Chestnut Ridge Rd	26505	LICSW
Morgantown	Wilson, Christina	930 Chestnut Ridge Rd	26505	PhD

Morgantown	Ferris, Martha	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Howsare, Janie	930 Chestnut Ridge Rd	26505	LICSW
Morgantown	Poe, Susannah	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Sperry, Jeannie	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Larkin, Kevin	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Berry, James	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Carey, Marissa	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Waller, Stacey	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Parsons, Michael	930 Chestnut Ridge Rd	26505	PhD
Morgantown	Byrne, Marilyn	930 Chestnut Ridge Rd	26505	LICSW
Morgantown	Fike, Danelle N	HSCS Medical Center Dr	26506	MSW
Morgantown	Cohen, Elizabeth R	101 Stadium Dr	26506	LCSW
Shepherdstown	Duewel, Christine H.	218 Duke	25443	LPC
Bridgeport	Rush, Nancy	243 W Main St.	26330	LPC
Bridgeport	Thompson, Debrah	243 W Main St.	26330	LPC
Bridgeport	Garison, Chip	243 W Main St.	26330	LPC
Bridgeport	Noffsinger, Karen	131 State St.	26330	LPC
Bridgeport	Bell, Larry	113 State St.	26330	LPC
Clarksburg	Sharp, Brian H.	#6 Hospital Plaza	26301	PhD
Clarksburg	Ammons, Gary W.	#6 Hospital Plaza	26301	MSW
Clarksburg	Tordella, Margaret M.	#6 Hospital Plaza	26302	LICSW
Clarksburg	Tipton, Mark	#6 Hospital Plaza	26301	LPC
Clarksburg	Wash, Patsy J.	#6 Hospital Plaza	26301	LPC
Clarksburg	Southall, Richard	#6 Hospital Plaza	26301	MSW
Clarksburg	Jones, Sandra K.	#6 Hospital Plaza	26301	LPC
Clarksburg	Rinschler, Alexa	#6 Hospital Plaza	26301	LPC
Clarksburg	Kojsza, Dennis	#6 Hospital Plaza	26301	PhD
Clarksburg	Shuttleworth, Olivia	#6 Hospital Plaza	26301	LCSW
Clarksburg	Kelley, Beverly	#6 Hospital Plaza	26301	LPC
Clarksburg	Cornwell, Cheryl	#6 Hospital Plaza	26301	LPC
Clarksburg	Curry, Franklin	#6 Hospital Plaza	26301	LPC
Clarksburg	Richard, Josephe	#6 Hospital Plaza	26301	PhD
Williamson	Baisden, Susan	41 W 5th Ave	25661	PhD
Williamson	Belcher, Jarrod	41 W 5th Ave	25661	LPC
Williamson	Velasquez, Alison	41 W 5th Ave	25661	LPC
Wheeling	George, Nancy	40 12th St.	26003	LPC
Wheeling	McMan, Sandra	40 12th St.	26003	LPC
Wheeling	Key, Teresa	40 12th St.	26003	LPC
Wheeling	Muir, Robin	40 12th St.	26003	LPC
Wheeling	Rittenhouse, Ronni	40 12th St.	26003	LCSW
Wheeling	Long, Lorna	40 12th St.	26003	LPC
Wheeling	Pickett, Jimmy	2238 Eoff St.	26003	LPC
Hurricane	Clay, Bruce	1401 Hospital Dr Ste 206	25526	PhD
Hurricane	Hall, William	1401 Hospital Dr Ste 206	25526	PhD
Hurricane	Vickers, Paula	1401 Hospital Dr Ste 206	25526	LP

Hurricane	Petroff, Dana	3772 Teays Valley Rd Ste 2	25526	MSW
Weston	Worth, Donald	5 Brown Ave	26452	LPC
Weston	Randolph, Karen	5 Brown Ave	26452	LPC
Weston	James, Kelley	5 Brown Ave	26452	LPC
Weston	Klein, Robert	5 Brown Ave	26452	PhD
Huntington	Frederick, David	1218 5th Ave Ste 14	25701	PhD
Huntington	Clay, Cynthia	401 10th St Ste 320	25701	PhD
Huntington	Clay, Michael	401 10th St Ste 320	25701	LPC
Martins Ferry, OH	Edmundson, Betty	500 Machey Ave	43935	LICSW
Martins Ferry, OH	Arlotta, Carl	500 Machey Ave	43935	LCSW
Martins Ferry, OH	Morris, Karen	500 Machey Ave	43935	LCSW
Martins Ferry, OH	Reis, Joseph	500 Machey Ave	43935	MSW
Martins Ferry, OH	Knight, Beth	500 Machey Ave	43935	MSW

Providers highlighted in yellow represent preferred providers available to conduct seminar/training workshops.

Provider Credentialing

Deer Oaks has streamlined the process of servicing decentralized employer groups, by establishing systems to ensure even employees located in the most remote areas receive the services offered by the employer in a timely and effective manner. Many EAP providers claim of having thousands of providers in states across the nation when in actuality, only a small percentage of these providers are sent referrals. The Deer Oaks provider network is quite large, with more than 10,000 providers across the nation.

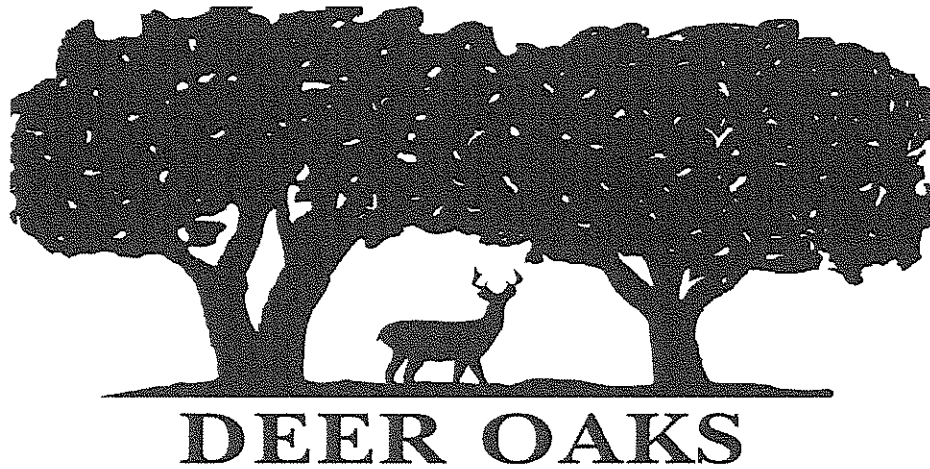
Deer Oaks understands the importance of having geographic coverage, thus relying on the combined staff and network model to ensure coverage and quality. The primary goal of Deer Oaks is to tailor EAP services and its network to meet the needs of each individual employer group. Deer Oaks is often complimented for the excellent customer service provided, going above and beyond standard EAP services to ensure both the employer group and participants are receiving the most beneficial, cost-effective EAP services.

Deer Oaks believes that credentialing is a critical aspect of ensuring the highest quality of services. The credentialing process requires 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

Description of Project Approach

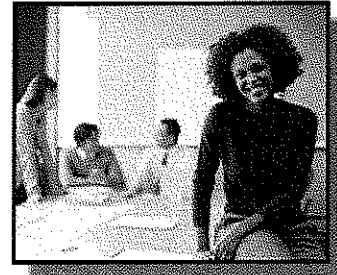
- ◆ **Service Delivery Method**
- ◆ **Quality Assurance Plan**



Service Delivery Method

Deer Oaks' EAP Service Delivery Philosophy

Deer Oaks is devoted to designing an EAP that maximizes the utility and effectiveness for the 825 eligible DEP employees and their dependents. Deer Oaks offers service-intensive, customized programmatic design and implementation planning and is confident in our ability to continue providing the DEP superior EAP services, including all services outlined in this bid response. Deer Oaks believes in the importance of assessing the needs of each employer prior to and throughout the implementation of any EAP. In order to optimize the potential benefit the EAP can provide to employees and employer groups, it is imperative to develop a comprehensive understanding of what kinds of issues the employer group is facing and what sources of stress employees are experiencing.



Deer Oaks' philosophy of care and promotion includes:

1. Regular promotion and distribution of materials accompanying the program.
2. Health and wellness fairs designed to inform employees of pertinent health and work/life information, as well as increase awareness of the EAP, developed with the coordination of the HR department and upper management.
3. Availability of user-friendly online EAP resource
4. Integration of EAP materials into the DEP website to increase awareness and encourage utilization
5. Employee/Supervisor orientations
6. Confidentiality, sensitivity, cultural awareness and responsiveness to help participants trust the EAP

Because of lack of awareness and promotion, many employees and their family members access the behavioral health benefit instead of trying to resolve the issue through their EAP benefit. This can cost clients hundreds of thousands of dollars in unnecessary healthcare costs, as well as employee out-of-pocket deductible costs. **Deer Oaks EAP Services has a 75% to 80% proven track record of successfully resolving cases without any additional referral to the behavioral health plan.** The Deer Oaks doctoral-level and master's level staff clinicians and network providers tend to arrive at a more accurate diagnostic picture more quickly, thereby increasing the efficiency of short-term psychotherapeutic and solution-focused interventions.

Deer Oaks takes a very proactive stance with regard to this assessment process and initiates consultations and conference calls with the human resources department. As the program is implemented, creative and aggressive efforts are offered to help promote and educate employees of the utility of the EAP benefit through its various human resources and management assistance programs. In addition, ongoing review of utilization data helps to pinpoint issues by departments needing particular attention or additional education via in-services.

Quality Assurance



Deer Oaks prides itself on offering only the highest quality behavioral health care and substance abuse treatment. Deer Oaks has effectively and efficiently provided EAP services to children, adults, and geriatric participants. One of the cornerstones of Deer Oaks' success has been its flexibility in adapting to an ever-changing EAP market. Quality assurance at 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.

Deer Oaks efficiently implements short-term counseling models. Deer Oaks has adapted to such models through developing internal systems of monitoring the quality of care. One such system is the Quality Assurance Committee, comprised of Deer Oaks' CEO, the Chief Operations Officer, Chief Business Officer, Regional Clinical Services Managers, Clinical Managers, and Regional Administrative Managers. The Quality Assurance Committee meets quarterly and oversees all aspects of the QIP implementation, and all related concerns. The EAP Services Manager, EAP Clinical Account Managers, and EAP Administrative Account Managers frequently attend Quality Assurance Committee meetings as needed.

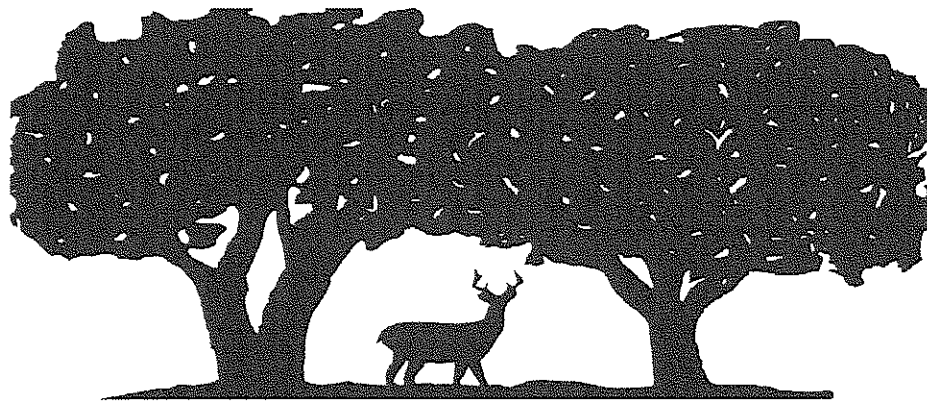
As such, the committee meets every week to address ongoing quality assurance issues, and to implement new policies and procedures accordingly. Some of the issues actively addressed by the committee include participant satisfaction, treatment outcome surveys, utilization review, peer review issues, medical records, emergency services, psychiatrist/counselor interface procedures, legal and ethical issues, grievances/complaints, customer service issues, credentialing of clinical staff, program development, and clinical supervision/training. The committee utilizes feedback from clinical staff, administrative staff, participants, and other providers in the community in order to evaluate the quality of services. The committee is very active, and devoted to rapid change and adaptation where needed. As a result of this commitment to quality assurance and improvement, Deer Oaks easily integrates alterations to current operating systems and new policies and procedures.

I thank you for helping me in my time of need. My counselor is a loving and great person; I thank God for her helping me at a very hard time in my life.

- City of Kansas City, MO employee

Scope of Services

- ◆ **Benefit Description Overview**
- ◆ **Description of Scope of Work**



DEER OAKS



DEER OAKS EAP SERVICES BENEFIT DESCRIPTION OVERVIEW

Employee/Dependent Services

Confidentiality	The EAP is completely confidential and HIPAA Compliant
Implementation and Orientation	Deer Oaks recognizes that transitioning to a new EAP can be difficult for some, and therefore Deer Oaks offers employees currently active in EAP counseling to complete out their counseling with their current provider at Deer Oaks' expense or to begin with a new set of EAP visits in order to begin counseling again with a new provider; Development of Customized EAP program via a Comprehensive Needs Assessment, the MISSION, Lending an EAR, and Validating Voices Programs
Access and Eligibility	Availability 24 Hours per day, 7 days per week, 365 days/yr Toll-Free Phone Number: 1-866-EAP-2400; All employees, dependents, and household members; inclusive of retirees and employees who are terminate their employment for a period of 6 months following the end of their employment
Signature Series Account	Clinical and Administrative Account Management at local and corporate level to ensure prompt service delivery and problem resolution.
Telephone Triage	Telephone Triage conducted by trained Care Coordinators to assess initial care management needs and appropriate referrals
Telephonic Assessments	Trained EAP specialists conduct comprehensive telephonic assessments to determine history, severity, and factors contributing to the problem areas and to suggest a treatment plan and recommendations for referrals
Telephonic Counseling	Trained EAP specialists provide telephonic counseling to employees and their dependents regarding a wide variety of issues or concerns that may be interfering with the employee's work performance and/or contributing to poor morale, health, wellness, or family well-being
Crisis Counseling	Trained EAP Specialists are available for immediate telephonic crisis counseling for members who are experiencing suicidal ideation, homicidal ideation, violent behavior, substance abuse related emergencies, need for inpatient psychiatric hospitalization, and/or child/elder abuse.
Face-to-Face Assessments	Deer Oaks offers a network of over 10,000 trained EAP specialists throughout the United States and Canada who are available for face-to-face assessments with employees and their family members.
Domestic Violence Assessments	Deer Oaks provides Domestic Violence Screening, Assessments, and Referrals
Referrals	EAP Specialists provide referrals to the employees health plan, community resources, legal resources and attorneys, child/care and eldercare resources, and financial counselors/planners
Short-term Counseling	Deer Oaks offers a network of over 10,000 trained EAP specialists throughout the United States and Canada who are available for short-term face-to-face counseling with employees and their family members. Grief, family, chemical dependency, marital, individual counseling are included.

Work-Life Services

Legal Counseling & Resources	Free initial 30 minute consultation with an in plan attorney 25% reduction in legal fees, following retainer Discounted mediation services Free simple will Free Legal Document Review up to 6 pages Extensive online library of legal resources & forms
Financial Counseling & Resources	Free initial 30 minute consultation with an in plan financial counselor/planner Free credit counseling and 25% reduction in financial planning fees Extensive online library of legal resources & forms
Work/Life Balance	Childcare/Eldercare Referrals/Resources; Tools for Balancing Work and Family
Maternity at Work Program	Telephonic case management to help assist working mothers with the challenges associated with being pregnant while working and then returning to work after the delivery of her baby.
Parenting Toolkit	Tools, tips, articles, and resources for successful parenting techniques, effective communication patterns, and healthy family relationships.

Program Promotion

Online Tools and Resources	Specialized online EAP services available at www.deeroaks.com , including topical libraries, health and wellness articles & videos, childcare/eldercare resources, legal and financial tools, personal plan programs, monitored chat rooms, & discussion boards.
Promotional Materials	Brochures, Wallet Cards, Posters, payroll stuffers advertising the EAP benefit, its confidentiality, and means of accessing services.
Orientation Videos	Employee and Supervisor Orientation Videos detailing the benefits included in the EAP and how to access the confidential benefit.
Health Fair Toolkit	Toolkit with items for display at Health Fairs to promote the EAP benefit.
Optional Program Promotion	Direct Mailings, Family Night at the EAP, In-person Orientation Presentations (Each at an additional charge)

Prevention/Education

Onsite Workplace Employee Wellness Seminars	An EAP specialist provides onsite psycho-educational Employee Wellness Seminars on a wide variety of topics including stress management, substance abuse, time management, healthy communication patterns, coping with the challenge of change, and more.
Prevention & Education Newsletters	Monthly Employee/Supervisor Electronic Newsletters are distributed. Topics include for employees: stress management, health and wellness, legal and financial issues, work/life balance; and for supervisors: tips for being an effective supervisor, leadership, motivating employees, conflict resolution,

Management Assistance Program

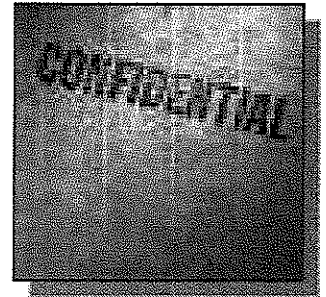
Onsite Workplace Supervisor Training Seminars	An EAP specialist provides onsite Supervisor/Manager training seminars. An extensive array of workplace training topics are available to help train supervisors and managers to become more effective in their positions.
Management Consultation & Organizational Interventions	Provide telephonic consultation to supervisors and managers on issues pertaining to the supervision and management of their employees, targeting specific departmental and organizational interventions as needed.
Performance Improvement Program	Deer Oaks can serve as a consultant to managers when facing departmental or employee performance problem, helping with individual interventions, team building, or organizational interventions.

HR Toolkit & Departmental Support	Incorporate the HR's vision of the EAP into the overall plan design and provide support and consultation to HR Directors and EAP Benefit Managers as needed. Handbooks, Resources, and Newsletters specifically for HR Managers
Management-Directed Referrals	Deer Oaks works with Management on all Management Directed/Mandatory Referrals to the EAP
Supervisor Supplement E-Newsletter	Electronic newsletter with tools, tips, resources for supervisors/managers.
Health and Wellness	
Matters of the Heart Program	Online tools and resources pertaining to smoking cessation, healthy weight management, disease management, and stress management Physician seminar onsite twice per year Educational Articles in Employee Newsletter Tele-Health Behavior Management Coaching Programs (add'l charge) Tele-Health Disease Management Psychological Support (add'l charge)
Optional Nurseline	24/7/365 URAC accredited NurseLine available to provide telephonic advice from registered nurses regarding medical problems and health related questions
Onsite Group 8-week Psychotherapy Courses	An EAP Specialist conducts an 8-week psychotherapy course at the workplace on topics such as smoking cessation, healthy weight management, and stress management. (add'l charge)
Optional management of Mental Health Benefit via "Gatekeeper Role"	EAP Specialists in the Gatekeeper Role accept all calls from participants wanting to access their mental health and/or substance abuse benefit under their health plan. The EAP clinicians conduct a triage to determine the most suitable treatment plan, make appropriate referrals to inpatient facilities and outpatient providers, issue authorizations, and monitor utilization of care under the benefit to ensure medically necessary and appropriate care is provided. (Add'l charge)
Employee Group Services	
Onsite Critical Incident Stress Debriefings	An EAP specialist is available within 24-48 hours of the critical incident or trauma to provide group and individual critical incident stress debriefing with recommendations for follow-up treatment.
DOT SAP Services	Coordinated referrals to a DOT Substance Abuse Professional (SAP); SAP Evaluations with Recommendations and Follow-up Case management; Required DOT Drug and Alcohol Education Training Seminars; Required DOT Supervisor Reasonable Suspicion Training Seminars; Information to assist Employee in Understanding/Implementing Drug-Free Workplace
Violence Prevention	Workplace Seminars for Prevention of violence in the Workplace as well as issues pertinent to Domestic Violence Prevention.
Diversity Training	Workplace Seminars for Diversity in the Workplace as issues pertinent to cultural awareness and etiquette.
Fitness for Duty Evaluations/ Case Management	Conduct initial triage assessments to establish case management plan for fitness for duty evaluation and provide follow-up return to work recommendations (Add'l charge)
Program Evaluation	
Utilization Review Reports	Quarterly Reports to analyze trends in utilization of the EAP benefits.
Program Evaluation	Deer Oaks evaluates the efficacy of the EAP via multiple surveys including Participant Satisfaction Surveys, Treatment Outcome Surveys, Training Surveys, and Employer Satisfaction Surveys
RESULTS Program	Partner with HR Department to examine impact of EAP on absenteeism, turnover, employee morale and productivity as compared to industry standards.

Description of Scope of Services

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).



Americans with Disabilities Act (ADA) Requirements

Deer Oaks is in full compliance with the requirements for ADA. Persons with disabilities may access services as easily as any other participant, since all Deer Oaks offices and facilities are accessible to wheelchairs, with ramps, wide doorways, elevators and ADA compliant restroom facilities. Vision impaired participants may request literature in large print or tape-recorded format. Additionally, office staff can assist vision impaired and/or learning disabled participants by reading and explaining written materials to the individuals in a confidential setting. Deer Oaks hires sign-language interpreters to facilitate provision of services to the hearing impaired EAP participants, or if the participant prefers, Deer Oaks will contract with a network provider fluent in American Sign Language (ASL). Deer Oaks provides telephone communications accessible for hearing impaired participants.

Implementation and Orientation

Deer Oaks will approach the provision of EAP services to DEP employees and their dependents by initially trying to obtain a specific and detailed understanding of what kinds of stress the DEP employees face, department by department. Through the Deer Oaks **Employee Assistance Resources (EAR) Implementation Program**, Deer Oaks will "*Lend an EAR*" to the human resources managers and departmental supervisors of the DEP. Deer Oaks clinicians would meet face to face with managers and supervisors at the outset of the contract and would develop a targeted plan of implementation of the EAP benefit for each department based on the issues at hand. Listening to the needs of each supervisor and each department, the Deer Oaks clinicians will suggest specific interventions that might be beneficial for each department in terms of:



- increasing awareness and access to the EAP,
- identifying workplace issues and relationships contributing to stress,
- identifying methods for improving workplace relationships
- implementing methods for solving stress-related problems, and
- improving employee well-being, morale and productivity

Following the **EAR Implementation Program**, many departments may be in need of more intensive, on-site, EAP interventions to provide solutions and support. Deer Oaks puts strong emphasis on utilizing the EAP to promote good emotional health through departmental group discussions. These interventions fall under Deer Oaks' **Validating Voices Program** to assist each department via an on-site group setting with the specific issues and challenges facing them. Deer Oaks has tailored group interventions for many employer groups especially in times of change or disruption. *Giving a voice to each employee in a trusting and confidential environment* is often a critical component to arriving at creative solutions to problems. This format is particularly helpful for those employees who are hesitant to access their EAP. These interventions can include a combination of group discussions, presentation of wellness information, and review of data from employee's responses to written surveys. In the **Validating Voices Program**, Deer Oaks provides confidential summary data to departmental supervisors regarding the issues, concerns, and solutions voiced by the employees during the group sessions. This process has resulted in employees having a sense of being heard and validated, which then allows them to more successfully cope with the challenge facing them.

Deer Oaks has had tremendous success through the **Validating Voices Program** and has applied this EAP intervention toward a wide variety of issues facing departments including such topics as:

- adjustments to new computer systems
- reactions to job position changes and/or downsizing
- requests for on-site confidential group interventions for employees in first responder emergency personnel positions
- conflicts with coworkers
- departmental burn-out
- anxiety regarding productivity and job security
- issues of trust within a department
- reactions to a move to a new building
- resentment regarding employer managerial policies

At Deer Oaks, customer satisfaction is the top priority. Therefore, immediately upon award of the contract, members of the Deer Oaks EAP Implementation and Customer Service Team will be available to schedule an Initial Implementation Conference Call 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 DEP after the award of a purchase order;
- Assistance to the DEP in formulating recommended policies and procedures concerning EAP services consistent with DEP current policies,
- Review and acceptance of DEP policies and procedures as provided to Deer Oaks at the meeting; and

- Other topics of concern to the EAP administrator(s).

Needs Assessment

Deer Oaks begins the customization process with a thorough needs assessment. The 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
 - b) The most prevalent problems by department
 - c) The length of counseling typically utilized by each department
 - 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?

**We really appreciate all
that the EAP has done
for us. Thank you.**

**-- Employee of City of
Lawton, OK**

Access and Eligibility

Deer Oaks provides a 24-hour, toll-free telephone help line staffed by “live” trained care coordinators, located in San Antonio, Texas. The care coordinators 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.



Telephonic Triage, Assessment and Counseling



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 seeking 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 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?

Face-to-Face 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.

Deer Oaks' EAP counselors shall also provide *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.

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.

Short-term Counseling



Deer Oaks shall provide the State of West Virginia Department of Environmental Protection up to seven (7) face-to-face 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.

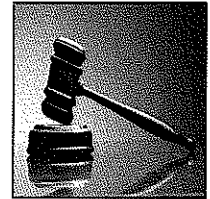


Deer Oaks includes work-life services within its basic EAP benefit package. This includes:

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

Legal Issues

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



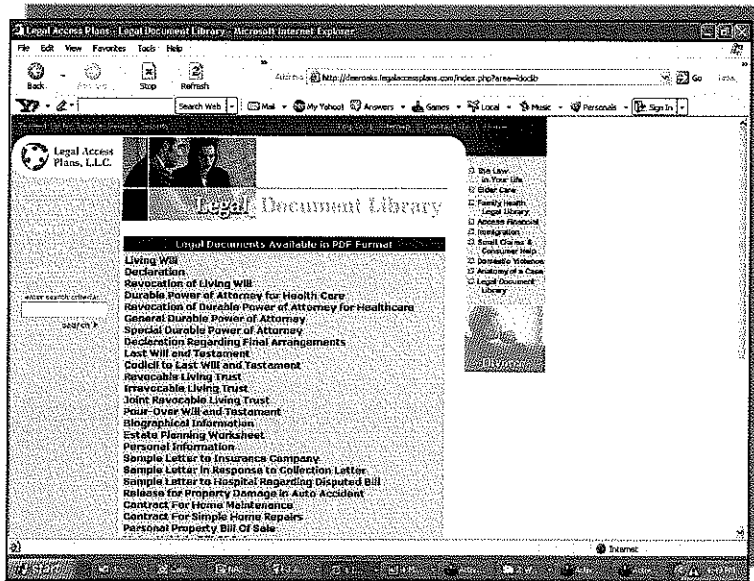
- **Free 30-minute initial visit** with an in plan attorney
- **twenty-five percent reduction in hourly fees**, if after the first free visit, a participant employee retains a plan attorney
- **free first visit to mediator**; twenty-five percent reduced rates for subsequent mediation
- **free unlimited telephone and web-based legal information**, with access to extensive libraries of legal resources and tools
- **4 free onsite legal seminars per year by attorneys**
- **free simple will prepared for any participant**, his/her family or household member
- **three free legal document reviews**, up to six pages
- **free monthly newsletters** on legal topics

In 92 percent of the cases, plan members are able to resolve legal matters during the Free Initial Consultation with one of the local plan lawyers. Employees may also receive detailed legal information through *Legal Access Plans*, LLC's comprehensive website or through the Toll-Free Legal Hotline and Full Service "Consumer Resource Center."

Online Legal Services

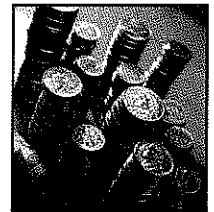
- ❖ ***Library of Legal Documents***: Enables employees to obtain actual legal documents for their use in handling legal problems.
- ❖ ***Domestic Violence and the Law***: Online legal information that can be accessed when an employee or family member really needs it.
- ❖ ***Elder Care Library***: Information on eldercare legal issues including Medicare filings, nursing home liability, living will documents and forms, medical surgeries, gift/estate planning and related issues.
- ❖ ***Family Health Legal Library***: Information on legal issues pertaining to health including Medical documents, emergency care, medical bill disputes/coverage issues, insurance, etc.
- ❖ ***Small Claims and Consumer "Self-Help" Series***: Hundreds of pages of detailed small claims and consumer legal assistance.
- ❖ ***Consumer Resource Center Telephone Access***: Information from a legal and financial Consumer Resource Center.

- ❖ **Complete Online Legal Document Preparation:** This service enables the participant to prepare a legal document online prior to seeking advice from an attorney, to save money in costly legal fees.
- ❖ **Credit and Debt Problems with Medical Issues:** Information on medical expenses, non-payments and insurance liability that may result in problems with your credit.
- ❖ **Specific Types of Contracts and Contract Issues:** Information on different types of contracts.



Financial Issues

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.
- **4 free onsite financial seminars per year** 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 offers 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.

FindNow Childcare and Eldercare Program:

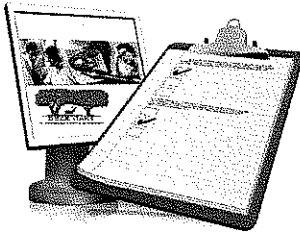
The FindNow Childcare and Eldercare Program is a feature designed to assist participants caring for children and/or aging parents. This program makes the search for licensed, regulated, and inspected childcare and eldercare services in each community an accessible and streamlined process. Online searchable databases are made available to participants at www.deeroaks.com. In addition, child and geriatric psychologists are available to make referrals, streamline searches, and consult with participants and dependents/household members regarding these decisions.

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.



Online Resources- Ready Access to Website



In addition to the promotional materials supplied, employees of the State of West Virginia Department of Environmental Protection 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.
- ◆ **Downloadable EAP Orientation/Presentations**- Deer Oaks offers downloadable EAP Orientation Videos, along with health and wellness training PowerPoint presentations
- ◆ **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 Newsletters** – 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.
- ◆ **Web Utilization Review Reports**- Updated quarterly to reflect current employee utilization rate and number of hits per employer group.



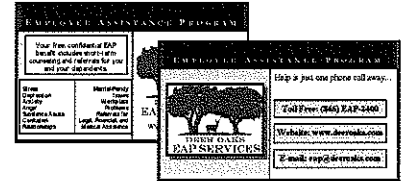
www.deeroaks.com

Program Promotion

Promotional Material

If awarded this contract, Deer Oaks will provide employee communication materials announcing the availability and nature of services to include:

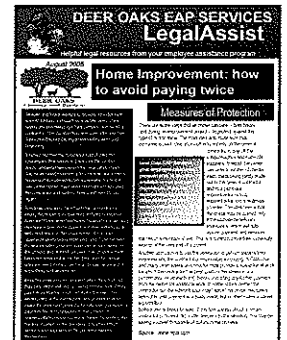
- 850 wallet cards** (with 24-hour telephone number and services provided to the employee)
- 850 brochures** containing information about Deer Oaks EAP services and contact information
- Approximately **10 two-color informational display posters**
- Orientation Videos** and supervisory training sessions 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.

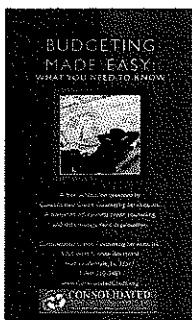
Electronic Newsletters

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.



Educational Guides

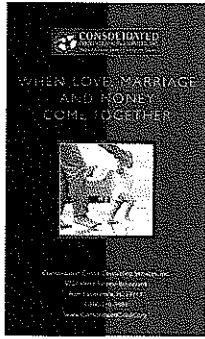
Deer Oaks will also provide the DEP with educational guides for distribution to employees free-of-charge. The following publications are currently available:



“Budgeting Made Easy: What You Need To Know” This guide will teach you how to successfully manage your money and avoid credit problems. Full of money management techniques such as how to create a successful budget and proven strategies for avoiding too much debt, this guide can help you take control of your money and plan for a successful financial future.



“Talking Money with Your Kids” This guide offers strategies for talking with your kids about money and teaching them valuable skills that can last a lifetime. Learn how to teach your children the importance of earning and saving money and about credit and even the stock market and investing! Starting to develop good money habits at a young age can help them make good financial choices in the future.



“When Love, Marriage and Money Come Together” As new families come together and venture out in sharing their lives together; each person needs to consider their values. Money management plays an essential role in your lifestyle and can often determine if you can accomplish your goals. This guide can assist you with the financial issues and decisions that come along with marriage including how to handle joint checking accounts and debt.

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 DEP 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 DEP in achieving the various goals addressed throughout this RFP, Deer Oaks believes it is imperative to train Human Resources and/or a DEP 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?

Samples of Promotional Materials are on the following pages

Deer Oaks EAP Services Sample Posters

EAP

Child/Elder Care

Elderly Assistance

Dependents

DEER OAKS EAP SERVICES



Employee Assistance Program

The Employee Assistance Program (EAP) offered by your employer provides you and your family with free and confidential assistance, referral, and education concerning Deer Oaks EAP Services. Assistance is available in any language and can help with work-related concerns, personal problems, and other issues affecting your well-being.

Deer Oaks can help with:

- Grief and bereavement
- Family and marital issues
- Financial counseling
- Substance abuse
- Work-related stress
- Career counseling
- Health and safety
- Legal assistance
- Mental health services
- Personal counseling
- Retirement planning
- Stress management
- Work-life balance
- Workplace harassment
- Alcohol and drug abuse
- Child and adolescent issues
- Crisis intervention
- Divorce and family issues
- Elder care
- Financial planning
- Health and safety
- Legal assistance
- Mental health services
- Personal counseling
- Retirement planning
- Stress management
- Work-life balance
- Workplace harassment

Help is just one phone call away...

24-Hour Phone Number:
1-866-EAP-2400
E-mail:
eap@deeroaks.com
Website:
www.deeroaks.com



child care

DEER OAKS EAP SERVICES provides information and referrals, call your EAP

1-866-EAP-2400

Elder Care

The Deer Oaks Employee Assistance Program can help you find information and resources when a parent or elderly relative needs assistance. The following are some issues and services that can be found on www.deeroaks.com:

- Alzheimer's Disease
- Dementia
- Depression
- Matters of the Heart
- Elder Resources
- Caregiver
- Loneliness
- Health & Aging
- and other issues

(866) EAP-2400

DEER OAKS EAP SERVICES
www.deeroaks.com
eap@deeroaks.com

DEER OAKS EAP SERVICES

Deer Oaks understands the emotional, complicated process involved in finding the best and most convenient resources for older residents. Deer Oaks EAP can assist by providing referrals to community programs and providing support to elderly relatives that need help making decisions related to their care. Deer Oaks also provides a comprehensive website that offers a variety of literature and links to educate issues.

The Deer Oaks Employee Assistance Program can help you find information and resources when a parent or elderly relative needs assistance. The following are some issues and services that can be found on www.deeroaks.com:

- Alzheimer's Disease
- Dementia
- Depression
- Matters of the Heart
- Elder Resources
- Cancer
- Loneliness
- Diabetes
- Health & Aging
- and other issues

For more information, please log on to our website or call your EAP

1-866-EAP-2400

DEER OAKS EAP SERVICES

Working For You & Your Family



Remember people face challenging problems at home and work and it is easy to feel overwhelmed and stressed. Deer Oaks EAP services can help you manage your stress and improve your work and home life. We offer a variety of services including counseling, referrals to community programs, and support to help you make decisions related to your care. Deer Oaks also provides a comprehensive website that offers a variety of literature and links to educate issues.

www.deeroaks.com
1-866-EAP-2400


Depression

Financial Assist

The High Roads

Stress

DEER OAKS EAP SERVICES




DEPRESSION

HELP YOURSELF IF YOU ARE DEPRESSED

1-866-EAP-2400
www.deeroaks.com
eap@deeroaks.com

Employee Assistance Program

DEER OAKS EAP SERVICES



FINANCIAL ASSISTANCE

1-866-EAP-2400

Budgeting
Income Tax
Buying a Home
College Planning
Vacation Planning
Retirement Planning
Credit & Debit Management

www.deeroaks.com
eap@deeroaks.com

Take the High Road

on the Highway


Deer Oaks will reimburse the participant for a cab fare in the event he/she is unable to drive due to impairment by alcohol or another substance. This process is simple and confidential.

Driving under the influence can result in:


- Arrest
- Loss of job
- Even loss of life

Take a cab and send the bill to us:
Deer Oaks EAP Services
7772 Wurzbach Road, Suite 601
San Antonio, TX 78240

1-866-EAP-2400



STRESS




HELP IS JUST A PHONE CALL AWAY.

(866) EAP-2400

Tips to Reduce Stress

- Recognize your stress levels and take action when they become unmanageable.
- Take a break from work and do something you enjoy.
- Exercise regularly.
- Eat a healthy diet.
- Get enough sleep.
- Talk to a friend or family member.
- Practice relaxation techniques.
- Seek professional help if needed.

www.deeroaks.com
eap@deeroaks.com



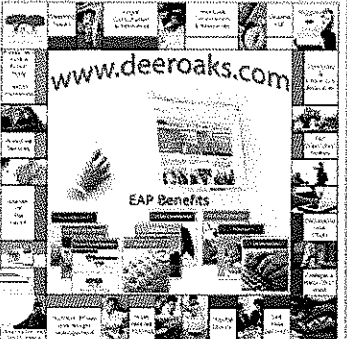
Online Services

Legal Assist

Work & Family

Confidentiality

www.deeroaks.com




EAP Benefits

Be a Winner In the Game of Life

Your EAP is just a click away...


Legal Consultation & Assistance



Deer Oaks EAP Services
Your EAP provides you and your family assistance with legal issues

(866) EAP-2400

DEER OAKS EAP SERVICES




Balancing Life Work

Be Patient and tolerant with yourself as you learn to balance your time between work and family. Contact Deer Oaks, your Employee Assistance Program, if you would like more assistance.

1-866-EAP-2400
www.deeroaks.com
eap@deeroaks.com

CONFIDENTIALITY



DEER OAKS EAP SERVICES

Benefits of using the Employee Assistance Program

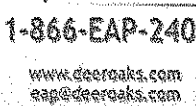
- Free of Charge
- Available For You & Your Family
- Proven Practical Solutions & Referrals
- 100% CONFIDENTIAL

Deer Oaks Employee Assistance Program complies with latest privacy and confidentiality. All information, assessments, or referrals shared with the EAP are held highly confidential and are protected by the HIPAA Privacy Rule. Information obtained by Deer Oaks EAP Services will not be shared without your written permission.

Help is Just a Phone Call Away...

1-866-EAP-2400

www.deeroaks.com
eap@deeroaks.com





Parenting Toolkit



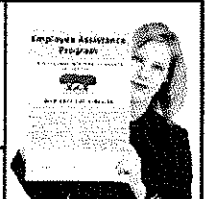
Legal Consultation & Resources



Financial Consultation & Resources



Disease Mgt.



Assessment Tools & Action Plans

Health Awareness



Work/Life Services



Matters of the Heart



Electronic Newsletters



EAP Designed For Your Specific Needs

www.deeroaks.com

ElderCare & ChildCare Resources



EAP Orientation Videos



Discussions and Chats



College & Relocation Assist



EAP Benefits

- Accessible 24/7
- 100% Confidential
- Practical Solutions
- For You & Your Family
- It's Free
- Referrals
- Promotional Material
- Easy to Use
- Online Access

Nutrition, Fitness and Weight Management



Work Related Trainings



Topical Library



Self Help Seminars



Be a Winner In the Game of Life

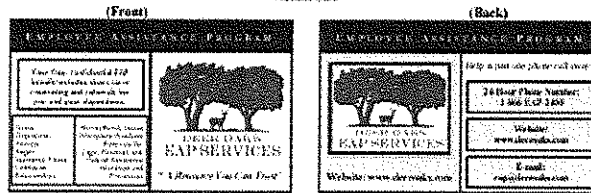
Your EAP is just a click away....

DEER OAKS

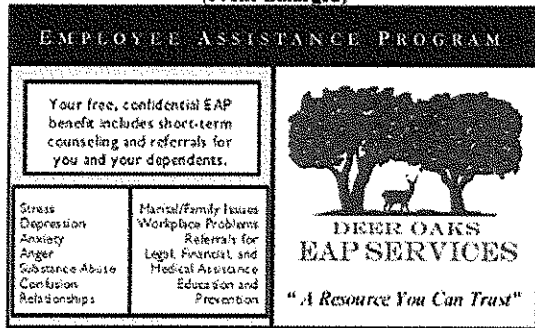
Deer Oaks EAP Services Wallet Card & Brochures

Employee Assistance Program (EAP) Wallet Card

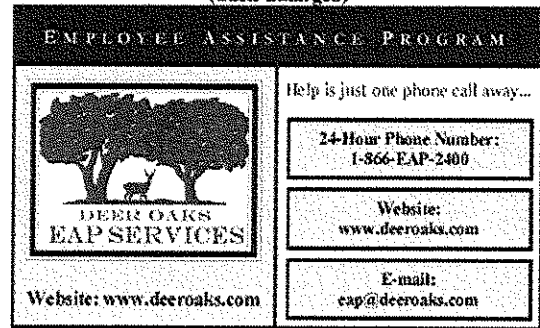
Actual Size



(Front-Enlarged)



(Back-Enlarged)



Employee Assistance Program (EAP) Brochure

Easy Access

Help is just a phone call away. 24-hour access, 7 days per week. 365 days per year. Simply call the toll-free number, visit the website, or send an e-mail. For helpful brochures, guidance, and support.

EMPLOYEE ASSISTANCE PROGRAM

EAP Helpline
1-866-EAP-2400
1-866-327-2400

E-Mail
eap@deeroaks.com

Website
Deeroaks.com

DEER OAKS EAP SERVICES

What types of Problems does the EAP Cover?

- Stress, Tension, Anxiety
- Depression, Grief
- Anger Management
- Marital/Family Problems
- Work-Related Difficulties
- Legal, Financial, Education
- Health and Wellness Issues
- Trauma, Recovery
- Substance Abuse

How can the EAP help me balance work and life?

It's difficult to be at work when you are concerned about emotional, mental, financial, legal, child-care, or other problems. Resolving your personal concerns can help you:

- Increase your morale & well-being
- Stay focused on your goals
- Achieve a healthy balance in your life
- Establish positive relationships
- Rebuild productive and efficient
- Decrease your overall stress level

EAP Services

- Assessments, Guidance & Solutions
- Short-Term Counseling
- Crisis Intervention
- Community & Health Plan Referrals
- Employee Wellness Training
- Online Tools, Tips & Videos
- Health & Wellness Education
- Legal & Financial Consultations
- Work/Life Balance Coaching
- Child-Care Resources
- Substance Abuse Services

Alcohol & Substance Abuse Brochure



Interactive Website
Access our website for more information and helpful resources on alcohol and substance abuse.



www.deeroaks.com

If you're concerned about your own or a loved one's alcohol or drug problem, there are several options for treatment. The first step is to identify the problem and seek professional help when necessary.

If you need further assistance, we can help you set up an appointment for counseling or help with insurance coverage. Simply call or e-mail Deer Oaks EAP Services.

eap@deeroaks.com



1-866-EAP-2400

DEER OAKS EAP SERVICES



Alcohol & Substance Abuse



part of the EAP benefit, employees and their dependents are covered for treatment of drug and alcohol abuse. Our EAP provides assessment, prevention, short-term counseling, support and referrals to treatment programs. We also help employees with legal assistance.

Deer Oaks EAP services always available to your employees and their families for drug and alcohol issues. The EAP is free, confidential and easy to access. More information on these services and related resources are available by contacting Deer Oaks EAP Services at 1-866-EAP-2400.

Symptoms of Substance Abuse

- Fluctuating performance
- Excessive absenteeism
- Carelessness with one's job
- Inappropriate self-regulation
- Absenteeism on the job
- Poor concentration/loss of focus
- Nervousness
- Withdrawal from peers
- Increased irritability

Reasonable Suspicion

- Appearance
- Behavior
- Speech
- Other on-the-job

Alcohol
Alcoholism is a disease that can lead to devastating results. Excessive use of alcohol causes erratic behavioral changes and impairs rational thinking, resulting in a higher number of accidents. Behavioral alcohol abuse can cause liver and kidney damage, heart disease, stomach ulcers, and damage to internal organs such as the liver. Damage to the nervous system is usually irreversible and can cause such fatal diseases as cirrhosis of the liver.

On a federal level, alcoholism is considered a disabling condition, unsatisfactory job performance, and problems with co-workers or supervisors. All of which can result in suspension or termination.



Drugs
The drug classes of psychotropic and mental health drugs that center with alcohol abuse also occur with the use of other drugs. However, they are often more severe and sudden. Over time, users and addicts are more frequent with drug use. However, unlike alcohol, substance use is not a disease and physical symptoms associated with drug abuse.



Commonly Abused Substances

- Alcohol
- Nicotine and Marijuana
- Cocaine
- Heroin
- Prescription
- Polysubstances



Legal/Financial Brochure

Free Legal & Financial Consultation At Your Fingertips

Legal or financial issues are not necessarily complex as an individual and their family. Deer Oaks EAP Services, your Employee Assistance Program, offers a variety of legal and financial services to help you resolve your issues and concerns.

Toll-Free: 1-866-EAP-2400
or online at <http://deeroaks.legalaccessplans.com>



- Deer Oaks EAP Services can help with:**
- Domestic Violence
 - Bankruptcy
 - Child Custody
 - Child Support
 - Credit Counseling
 - Divorce
 - Estate Planning
 - Family Mediation
 - Child Custody
 - Child Support
 - Credit Counseling
 - Divorce
 - Estate Planning
 - Family Mediation
 - Child Custody
 - Child Support
 - Credit Counseling
 - Divorce
 - Estate Planning
 - Family Mediation

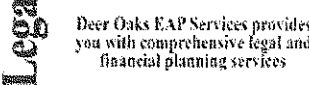


Deer Oaks EAP Services

"A Resource You Can Trust"



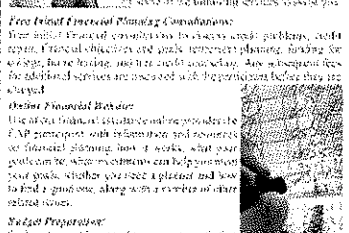
Deer Oaks EAP Services provides you with comprehensive legal and financial planning services.



Deer Oaks EAP Services, your Employee Assistance Program, provides you with a variety of legal and financial services. This service is provided as a feature of your Employee Assistance Program.

Financial Counseling and Planning Services

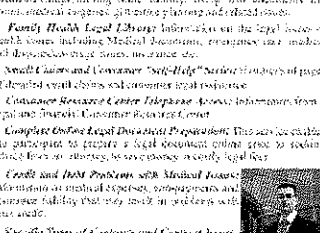
Deer Oaks EAP Services offers you a variety of financial counseling and planning services. Our services include budgeting, debt management, and retirement planning. We also offer estate planning services, including wills, trusts, and probate.



Legal Referrals Services

Deer Oaks offers you a variety of legal referrals services and resources to help you resolve your legal issues.

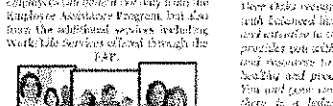
- Free Legal Consultation with a local attorney at no charge.
- Free Document Review services for up to three documents prior to the filing of a court case.
- Document Review services for up to three documents.
- Free Sample Will
- Document Review & Dispute Resolution Letters (if applicable)



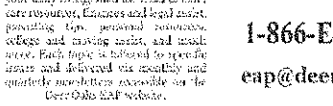
Work/Life Services Brochure

Deer Oaks is proud to be one of the most innovative employers in the world. We offer a variety of work/life services to help you balance your work and personal life.

Deer Oaks EAP Services provides you with a variety of work/life services. Our services include flexible scheduling, telecommuting, and dependent care assistance. We also offer financial counseling and legal services.



Deer Oaks EAP Services provides you with a variety of work/life services. Our services include flexible scheduling, telecommuting, and dependent care assistance. We also offer financial counseling and legal services.



Deer Oaks EAP Services

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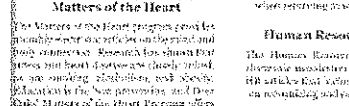


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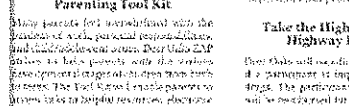


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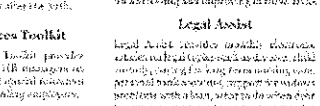


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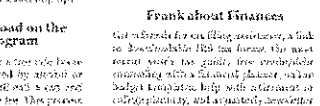


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The State of West Virginia Department of Environmental Protection will receive up to 20 hours of training, orientation, and wellness seminars. Deer Oaks shall administer workshops/training sessions at Fairmont, Kanawha City, Logan, Oak Hill, Philippi and Wheeling, as requested in the RFQ. Additionally, Deer Oaks can accommodate requests made by the DEP to conduct training seminars on virtually any subject matter involving work-life and wellness. Topics of training offered include the following:

Employee Wellness Seminars

Deer Oaks includes Employee wellness seminars, presentations 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. A list of these seminars follows:

- ✓ 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.
- ✓ Controlling Your Illness
 - Stress and Chronic 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
 - Ten Tips for controlling your cholesterol.

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

Supervisor and Manager Orientation to the EAP

Deer Oaks will work with the DEP'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 DAP administrative personnel regarding the assessment and needs of employees.

Deer Oaks EAP liaisons will provide unlimited telephonic support, training government and school 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

Management Consultation



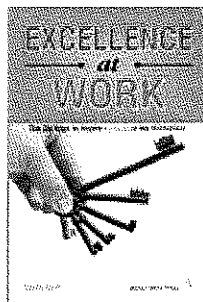
As needed, the DEP's Human Resources Department/Management Team may request help with workplace policies and administrative support to reduce employee absenteeism and turnover. **Unlimited telephonic management consultation is included in the quoted enrollment cost.** An EAP counselor or a member of 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 DEP.

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.

Human Resources Toolkit

Human Resources can be a very demanding job. Staying abreast of new developments in the field can be challenging. Deer Oaks EAP can help. The Deer Oaks EAP Human Resources Toolkit provides HR articles for e-mails or newsletters, one free copy of the Employer's Legal Handbook and special resources on recognizing and rewarding employees. Additionally, the following book, "**Excellence at Work: The Six Keys to Inspire Passion in the Workplace**" by Sandy Asch is provided as reference for the Human Resources department.



It's time to build a passionate, engaged workforce so you can attract, optimize and retain the top talent you need to meet and exceed your company's goals. Most companies are faced with overwhelming pressure to produce more, better, faster, and cheaper in order to compete in a highly competitive global marketplace. The solution is for leaders to establish a culture where there is a passionate commitment to excellence characterized by high productivity, full engagement and inspired leadership. *Excellence at Work* provides a practical roadmap for leaders at every level in an organization to build a committed, inspired workforce that is focused on success. WorldatWork Press. 2007. 225 pages. Softcover. ISBN: 978-1-57963-169-7.

Management Directed Referrals



Deer Oaks shall accept mandatory employee referrals for diagnostic assessment made by officials. Deer Oaks shall provide a follow-up assessment report to the requesting official, within the limits of professional confidentiality regulations. The administrator may call or fax the referral as well as provide supplemental information for the reason for the mandatory referral. At this point, the administrator and the clinician shall determine the best way to proceed. For example, consideration is given to matching a specific counselor or addressing any urgent or special appointment needs. The employee shall be instructed by the manager to contact the Deer Oaks

EAP office to schedule an appointment. The appointment may be scheduled the same day if needed or within two days if it is a non-emergency referral. A chart is opened on the participant and all contacts with the administrator and participant are documented in a contact log.

The chart also includes the original referral and copies of letters to the participant. Deer Oaks calls the participant the evening prior to their appointment to remind them of the time of the appointment and whom they will be seeing. After the initial appointment with the counselor, a summary letter will be sent

to the manager, if the participant provides written consent to release information. Such consent is obtained prior to every mandatory referral intake. The letter contains history of the presenting problem, diagnostic impressions, as well as a formal treatment plan and treatment recommendations. If the participant does not attend the appointment, Deer Oaks notifies the manager/supervisor and sends a letter to the participant documenting their absence. The participant is then provided with the opportunity to reschedule the appointment.

Deer Oaks is well versed in dealing with the subtle and sensitive issues associated with mandatory referrals. Often times, employees may enter the EAP process in a somewhat guarded and resistant manner, and it is Deer Oaks' responsibility to work with that employee in a way that will allow him/her to take responsibility for his/her own behavior and the reasons why an assessment is important. Deer Oaks will provide follow-up assessment reports to the mandating official, within the limits of the professional confidentiality regulations.

The counselor considers the history of the presenting problem in formulating a treatment plan. The participant is asked to provide consent for Deer Oaks to communicate and consult with the manager so as to provide any needed feedback regarding response to treatment goals as they impact the employee's work performance/job requirements.

Follow -Up



Deer Oaks conceptualizes follow-up as a process that must occur using multiple methods. Deer Oaks does this to ensure clients receive the full benefit of quality attention to problems and issues presented. Equally important, follow-up is imperative to make certain an employee continues to utilize the EAP. Follow-up services are provided to ensure participants are satisfied with their services, that participant problems have been reduced in intensity, duration, frequency and impact in the workplace, and compliance with DOT for supervisory requirements for return-to-work have been

achieved. Accordingly, the Deer Oaks process involves a plan supporting all EAP follow-up issues from both programmatic and clinical perspectives.

Follow-up services are provided to ensure that:

- 1) participants are satisfied with their services,
- 2) participant problems have been reduced in intensity, duration, frequency and impact in the workplace,
- 3) unacceptable job performance, personal conduct issues and other issues directly interfering with job productivity have been addressed and reduced,
- 4) compliance with DOT for supervisory requirements for return-to-work have been achieved.

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.

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.

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.

Taking the High Road on Highways Program

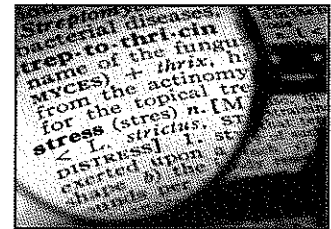
While not endorsing the behavior of overindulging in substances, Deer Oaks remains concerned about the safety of its EAP participants and others; therefore, Deer Oaks has opted to offer the "Taking the High Road on Highways" feature. In the event that a participant is impaired by alcohol or another substance (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. Participants call the help line to ask how to obtain reimbursement, and are instructed to simply mail a receipt from the taxicab service to Deer Oaks.



Critical Incident Stress Debriefing

Critical Incident Stress Management (CISM)

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.

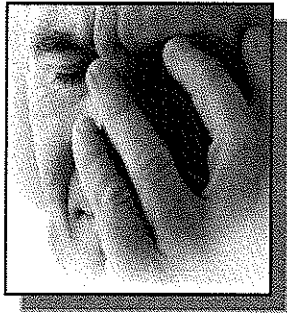
Following a traumatic event, employees often times feel stunned, disturbed, depressed, and unable to perform their jobs effectively. Employees may experience a range of reactions including:

- 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 the DEP in establishing 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



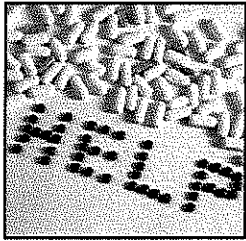
Deer Oaks is committed to providing an **unlimited number Critical Incident Stress Debriefing (CISD)** as needed, for participants who have experienced job-related stress. In response to a critical incident, Deer Oaks will immediately provide highly qualified counselors/clinicians to conduct "on-site" group crisis management services 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 the DEP.

**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.

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.

Drug and Alcohol Assessment



Deer Oaks makes it a top priority to seek continuous quality improvement and enhance the well-being and morale of employees within an organization. In order to cultivate a positive work environment for employees, Deer Oaks strives to seek real results for employers seeking to maximize employee productivity, efficiency and welfare. Part of nurturing a resourceful workplace is recognizing when an employee shows signs of substance abuse that gravely affects their ability to adequately carry out their daily job duties.

According to results of a NIDA-sponsored survey, drug-using employees are 2.2 times more likely to request early dismissal or time off, 2.5 times more likely to have absences of eight days or more, three times more likely to be late for work, 3.6 times more likely to be involved in a workplace accident, and five times more likely to file a workers' compensation claim. - US Department of Labor

Statistics such as these suggest not only that workplace substance abuse is an issue all employers need to address, but also, that it is an issue that can be successfully prevented. Taking steps to raise awareness among employees about the impact of substance use on workplace performance, and offering the appropriate resources and/or assistance to employees in need, will not only improve worker safety and health, but also increase workplace productivity and employee drive. Deer Oaks is committed to aiding the DEP in achieving this goal.

Deer Oaks offers the DEP a combined substance abuse **prevention/intervention** program focusing both on 1) educating employees about the dangers of substance abuse and 2) assisting in mandatory referrals for employees who display signs of chemical dependency. 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). Further, Deer Oaks offers these participants intensive education about the disease process of addiction and the stages of relapse and recovery. Interventions are both 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.

Deer Oaks makes referrals to licensed substance abuse treatment facilities as needed, currently offering **over 600 certified Substance Abuse Counselors** throughout the nation, available to meet the DOT SAP needs of the DEP. Deer Oaks follows the standards for SAP services as stipulated by the Department of Transportation- 49 CFR Part 40 and makes recommendations concerning education, treatment, follow-up testing, and aftercare.

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.

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:

- 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;
- Deer Oaks recommends to employer and employee the level of assistance (e.g. education vs. treatment program) and sends a written report to employer of the results and recommendations from the Initial Substance Abuse Evaluation;
- Deer Oaks refers employee to the appropriate education or treatment and coordinates with the education/treatment program to assess employee's degree of participation;
- 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;
- Deer Oaks sends a written report to the employer of the results and recommendations of the Follow-Up Evaluation;
- 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; and
- 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 is also fully qualified to provide DOT Substance Abuse Training 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:

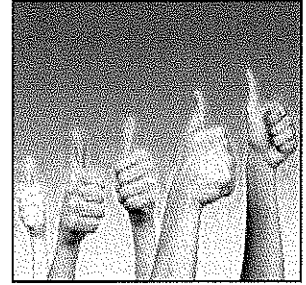
- Pre-Employment Testing,
- Reasonable Suspicion Testing,
- Post-Accident Testing,
- Random Testing,
- Return to Duty Testing for Safety Sensitive Functions, and
- Follow-up Testing.

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, coordination with the employer's rehabilitation program, follow-up evaluations to ensure compliance with the program, 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.

Evaluation Procedures

Many employers turn to EAP services in an effort to make an employee's work experience more positive, productive and rewarding. 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 DEP with positive EAP RESULTS by collaborating with the human resources department, as well as the various DEP department managers. By working with human resources and department managers, Deer Oaks continually addresses the DEP's hopes and goals in relation to the EAP, developing strategies on how to closer achieve these objectives.

Deer Oaks 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:

- 1) Job Satisfaction
- 2) Absenteeism & Reasons for Absenteeism
- 3) Tardiness & Reasons for Tardiness
- 4) Alcohol & Drug Related Problems & Violations
- 5) Employee Turnover Rates & Reason for Turnover
- 6) Workplace Accidents
- 7) Medical Claims related to Behavioral Health & Substance Abuse Problems
- 8) Management/Supervisory Effectiveness

Deer Oaks will gather baseline data in these categories from the HR department and will annually look at the trends in these arenas to ensure that the EAP is assisting in the reduction of workplace problems. 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 DEP 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.

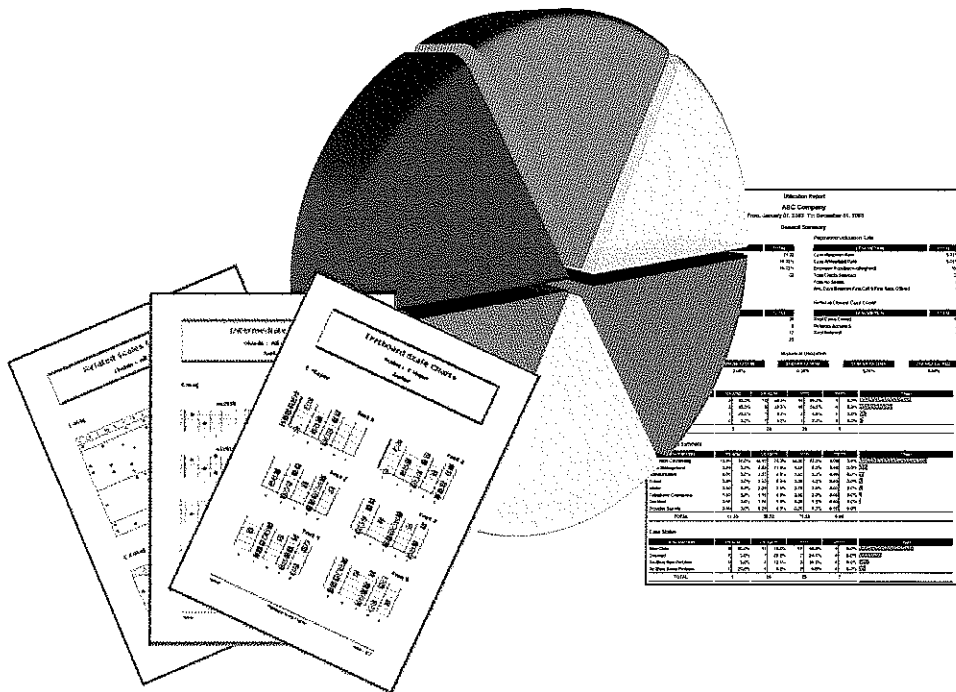
In addition to Utilization Review reports, Follow-Up and Case Management, Quality Assurance Programs, Participant Satisfaction Surveys, Treatment Outcome Surveys, Employer Group Satisfaction Surveys, and Training Satisfaction Surveys, Deer Oaks would be very interested in working with the DEP in designing an effective RESULTS program that will objectify the impact that the EAP is having on the workplace as a whole.

Utilization Reports

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. 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
- Number of sessions and assessments – telephone and in-office
- Aggregate demographic information of clients and their presenting problem
- 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.
- Deer Oaks has the MIS capability to provide special reports as requested by the DEP.

A sample Utilization Report is provided on the following pages



Utilization Report Sample

BMI Inc.

From: January 01, 2004 To: December 31, 2004

General Summary

Population/Utilization Rate

DESCRIPTION	TOTAL
Employee Population (Weighted)	222
Case Utilization Rate	6.29%
Case Annualized Rate	6.29%
Ave. Days Between First Call & First Appt. Offered	5
Total Clients Served	20
Total No Shows	0
Clients Served Utilization Rate	8.98%
Clients Served Annualized Rate	8.98%

New/Ongoing Case Summary

DESCRIPTION	TOTAL
Total New Cases	14
Open Cases At 01/01/2004	0
Open Cases At 12/31/2004	9
Total Cases To 12/31/2004	14

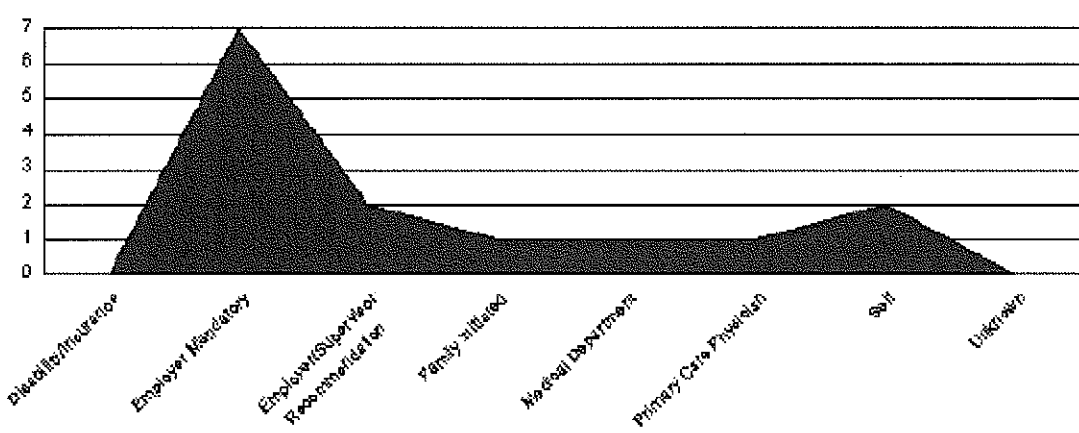
Contacts/Hours Summary

DESCRIPTION	TOTAL
Contact Annualized Rate	20.66%
Total Contacts	46
Contact Utilization Rate	20.66%
Total Contact Hours	37.58
Program/Account Management Hrs	0.00

Referral/Closed Case Count

DESCRIPTION	TOTAL
Number of Cases Closed	5
Total Referred	2
Referrals Accepted	2

Referral Source



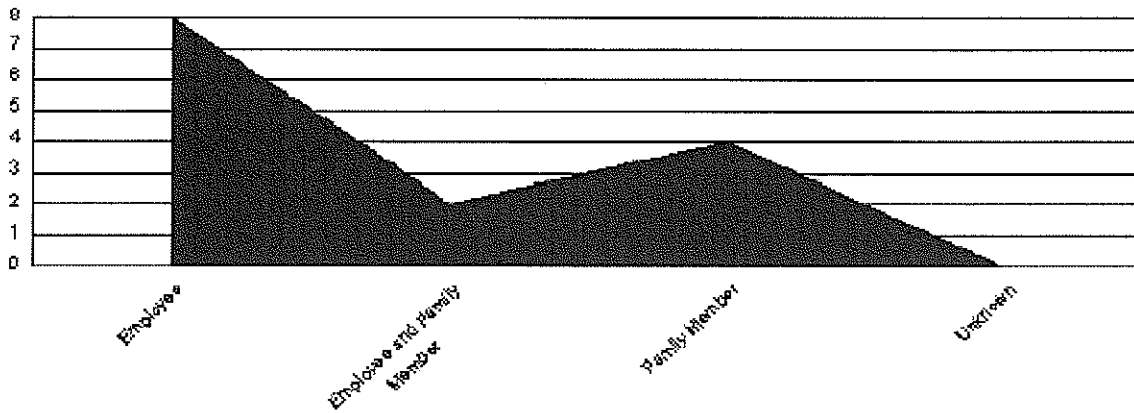
DESCRIPTION	1/1-2/04		4/1-9/04		7/1-9/04		10/1-12/04		1/2005-6/2005		7/2005-12/2005	
Employer Mandatory	2	66.7%	1	25.0%	1	50.0%	3	60.0%	7	50.0%	0	0.0%
Employer/Supervisor Recommendation	1	33.3%	1	25.0%	0	0.0%	0	0.0%	2	14.3%	0	0.0%
Family Initiated	0	0.0%	0	0.0%	0	0.0%	1	20.0%	1	7.1%	0	0.0%
Medical Department	0	0.0%	0	0.0%	1	50.0%	0	0.0%	1	7.1%	0	0.0%
Primary Care Physician	0	0.0%	1	25.0%	0	0.0%	0	0.0%	1	7.1%	0	0.0%
Self	0	0.0%	1	25.0%	0	0.0%	1	20.0%	2	14.3%	0	0.0%
TOTAL	3		4		2		5		14		0	

Utilization Report Sample

BMI Inc.

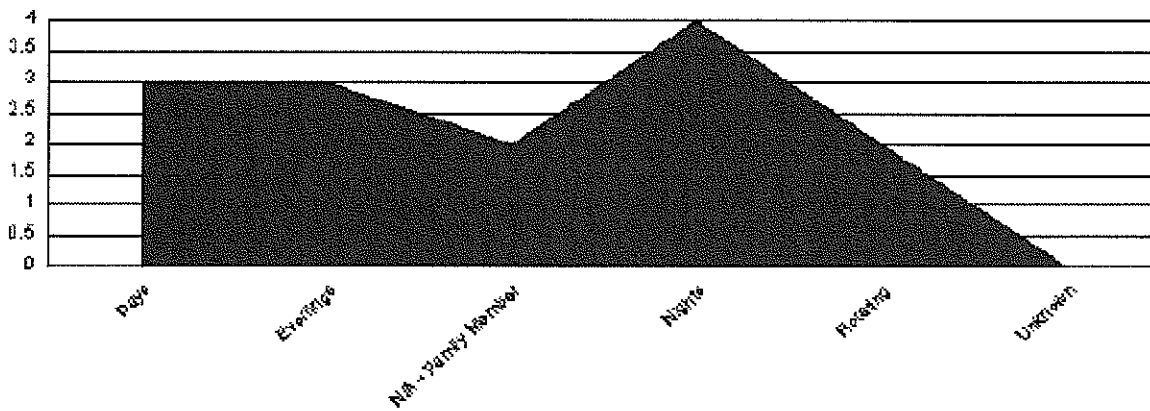
From: January 01, 2004 To: December 31, 2004

Client Type



DESCRIPTION	1/1-3/31	4/1-6/30	7/1-9/30	10/1-12/31	1/2004-12/2004	1/2005-12/2005
Employee	2 66.7%	3 75.0%	2 100.0%	1 20.0%	8 57.1%	0 0.0%
Employee and Family Member	0 0.0%	0 0.0%	0 0.0%	2 40.0%	2 14.3%	0 0.0%
Family Member	1 33.3%	1 25.0%	0 0.0%	2 40.0%	4 28.6%	0 0.0%
TOTAL	3	4	2	5	14	0

Job Shift



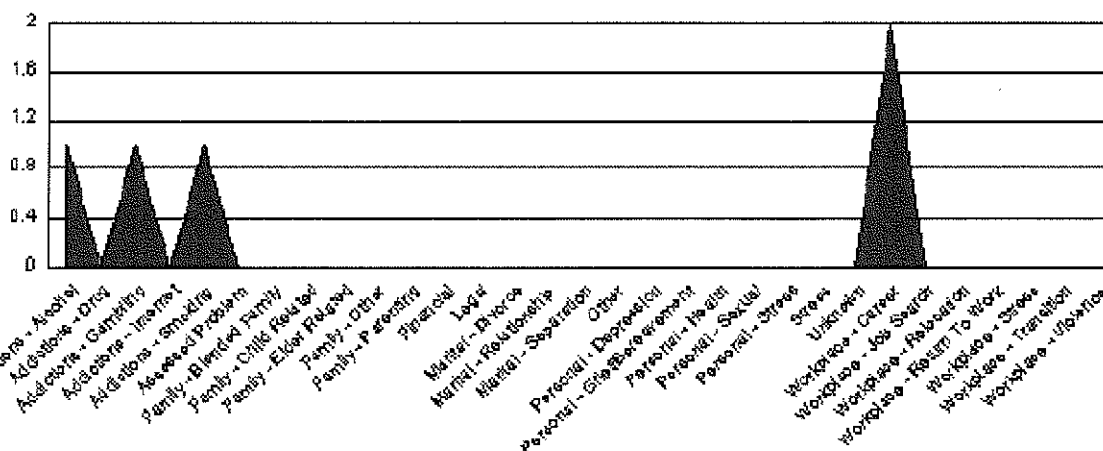
DESCRIPTION	1/1-3/31	4/1-6/30	7/1-9/30	10/1-12/31	1/2004-12/2004	1/2005-12/2005
Days	1 33.3%	1 25.0%	1 50.0%	0 0.0%	3 21.4%	0 0.0%
Evenings	0 0.0%	1 25.0%	0 0.0%	2 40.0%	3 21.4%	0 0.0%
N/A - Family Member	1 33.3%	1 25.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%
Nights	1 33.3%	1 25.0%	1 50.0%	1 20.0%	4 28.6%	0 0.0%
Rotating	0 0.0%	0 0.0%	0 0.0%	2 40.0%	2 14.3%	0 0.0%
TOTAL	3	4	2	5	14	0

Utilization Report Sample

BMI Inc.

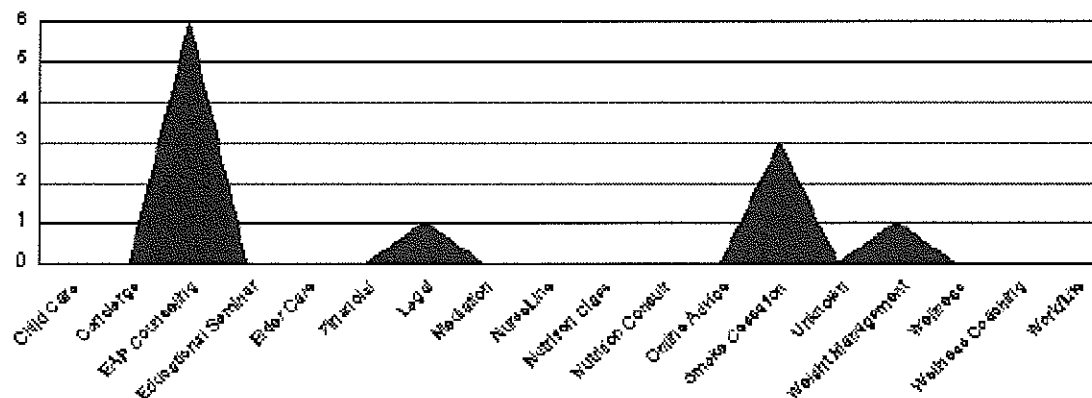
From: January 01, 2004 To: December 31, 2004

Assessed Problem



DESCRIPTION	1/1-3/31		4/1-6/30		7/1-9/30		10/1-12/31		1/2004-12/2004		1/2003-12/2003	
Addictions - Alcohol	0	0.0%	0	0.0%	0	0.0%	1	50.0%	1	20.0%	0	0.0%
Addictions - Gambling	0	0.0%	0	0.0%	0	0.0%	1	50.0%	1	20.0%	0	0.0%
Addictions - Smoking	0	0.0%	1	50.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%
Workplace - Career	0	0.0%	1	50.0%	1	100.0%	0	0.0%	2	40.0%	0	0.0%
TOTAL	0		2		1		2		5		0	

Service Type Summary



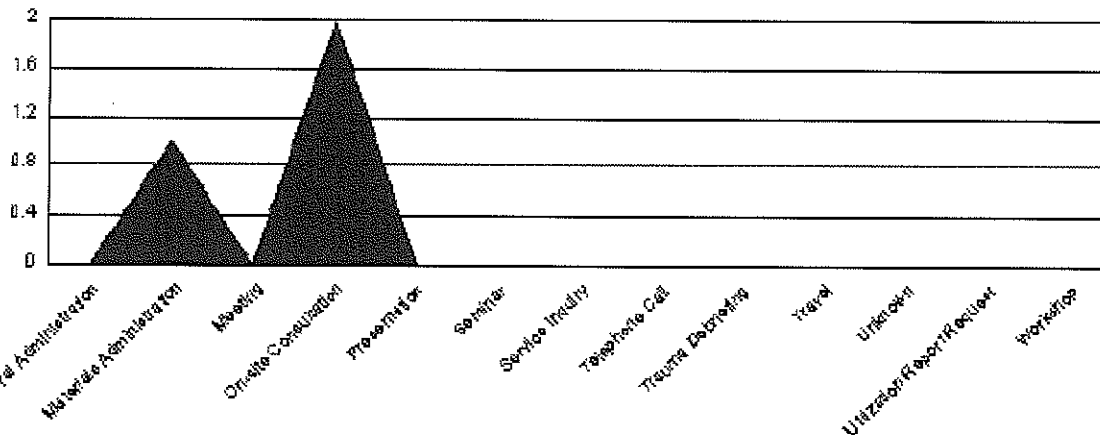
DESCRIPTION	1/1-3/31		4/1-6/30		7/1-9/30		10/1-12/31		1/2004-12/2004		1/2003-12/2003	
EAP Counseling	1	33.3%	3	75.0%	2	100.0%	0	0.0%	6	54.5%	0	0.0%
Legal	1	33.3%	0	0.0%	0	0.0%	0	0.0%	1	9.1%	0	0.0%
Smoke Cessation	1	33.3%	1	25.0%	0	0.0%	1	50.0%	3	27.3%	0	0.0%
Weight Management	0	0.0%	0	0.0%	0	0.0%	1	50.0%	1	9.1%	0	0.0%
TOTAL	3		4		2		2		11		0	

Utilization Report Sample

BMI Inc.

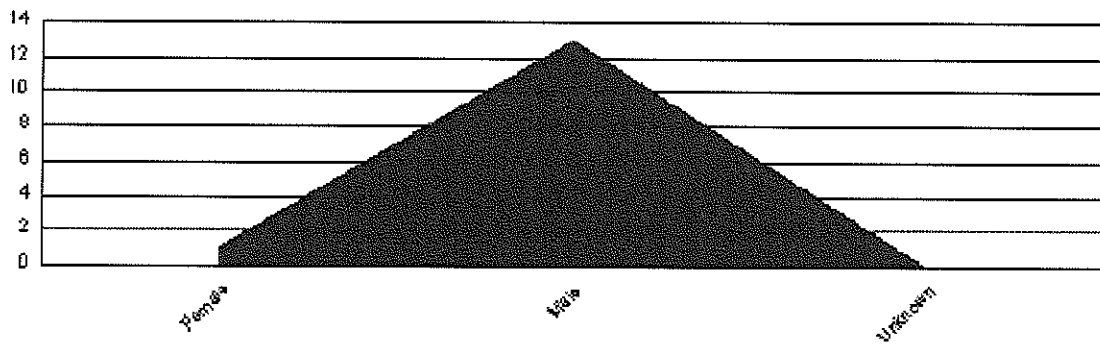
From: January 01, 2004 To: December 31, 2004

Activity Type Summary



DESCRIPTION	1/1-3/31		4/1-6/30		7/1-9/30		10/1-12/31		1/2004-12/2004		1/2003-12/2003	
General Administration	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Materials Administration	0	0.0%	1	100.0%	0	0.0%	0	0.0%	1	33.3%	0	0.0%
On-site Consultation	2	100.0%	0	0.0%	0	0.0%	0	0.0%	2	66.7%	0	0.0%
TOTAL	2		1		0		0		3		1	

Gender Summary



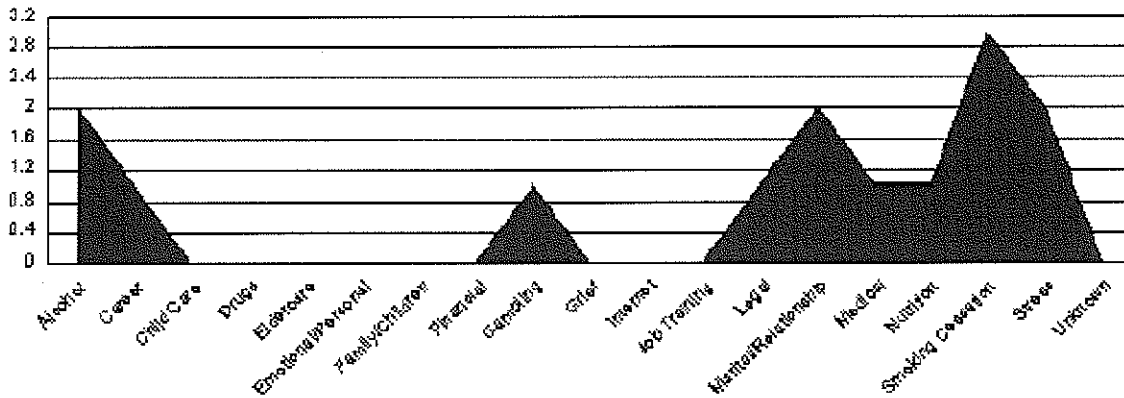
DESCRIPTION	1/1-3/31		4/1-6/30		7/1-9/30		10/1-12/31		1/2004-12/2004		1/2003-12/2003	
Female	0	0.0%	1	25.0%	0	0.0%	0	0.0%	1	7.1%	0	0.0%
Male	3	100.0%	3	75.0%	2	100.0%	5	100.0%	13	92.9%	0	0.0%
TOTAL	3		4		2		5		14		0	

Utilization Report Sample

BMI Inc.

From: January 01, 2004 To: December 31, 2004

Presenting Problem



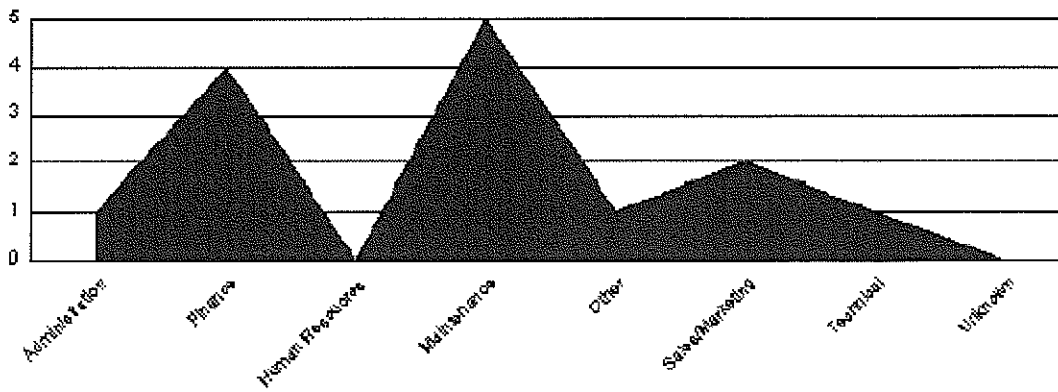
DESCRIPTION	1/1-3/31		4/1-6/30		7/1-9/30		10/1-12/31		1/2005-12/2004		1/2005-12/2005	
Alcohol	0	0.0%	1	25.0%	1	50.0%	0	0.0%	2	14.3%	0	0.0%
Career	0	0.0%	1	25.0%	0	0.0%	0	0.0%	1	7.1%	0	0.0%
Gambling	0	0.0%	1	25.0%	0	0.0%	0	0.0%	1	7.1%	0	0.0%
Legal	1	33.3%	0	0.0%	0	0.0%	0	0.0%	1	7.1%	0	0.0%
Marital/Relationship	0	0.0%	0	0.0%	1	50.0%	1	20.0%	2	14.3%	0	0.0%
Medical	0	0.0%	0	0.0%	0	0.0%	1	20.0%	1	7.1%	0	0.0%
Nutrition	0	0.0%	0	0.0%	0	0.0%	1	20.0%	1	7.1%	0	0.0%
Smoking Cessation	1	33.3%	1	25.0%	0	0.0%	1	20.0%	3	21.4%	0	0.0%
Stress	1	33.3%	0	0.0%	0	0.0%	1	20.0%	2	14.3%	0	0.0%
TOTAL	3		4		2		5		14		0	

Utilization Report Sample

BMI Inc.

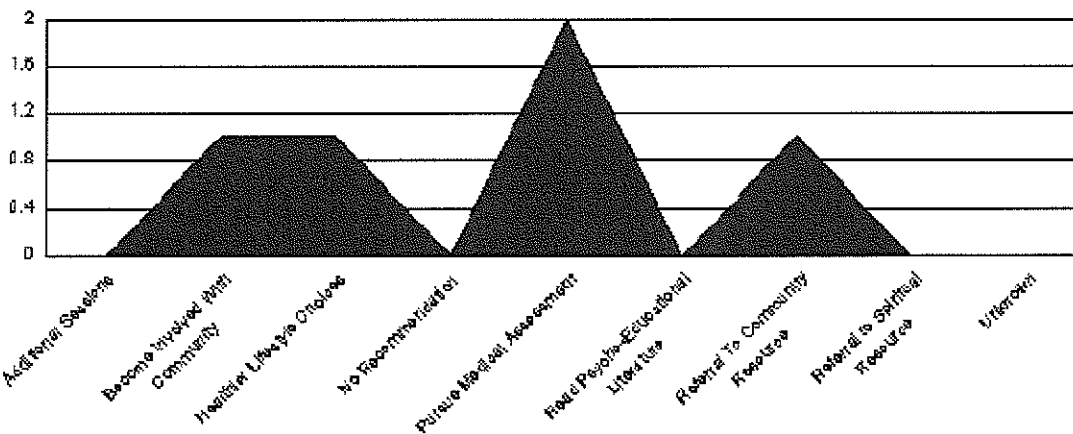
From: January 01, 2004 To: December 31, 2004

Department/Unit



DESCRIPTION	1/1-3/31		4/1-6/30		7/1-9/30		10/1-12/31		1/2004-12/2004		1/2003-12/2003	
Administration	0	0.0%	0	0.0%	0	0.0%	1	20.0%	1	7.1%	0	0.0%
Finance	0	0.0%	1	25.0%	1	50.0%	2	40.0%	4	28.6%	0	0.0%
Maintenance	2	66.7%	2	50.0%	1	50.0%	0	0.0%	5	35.7%	0	0.0%
Other	0	0.0%	0	0.0%	0	0.0%	1	20.0%	1	7.1%	0	0.0%
Sales/Marketing	1	33.3%	0	0.0%	0	0.0%	1	20.0%	2	14.3%	0	0.0%
Technical	0	0.0%	1	25.0%	0	0.0%	0	0.0%	1	7.1%	0	0.0%
TOTAL	3		4		2		5		14		0	

Closing Recommendation



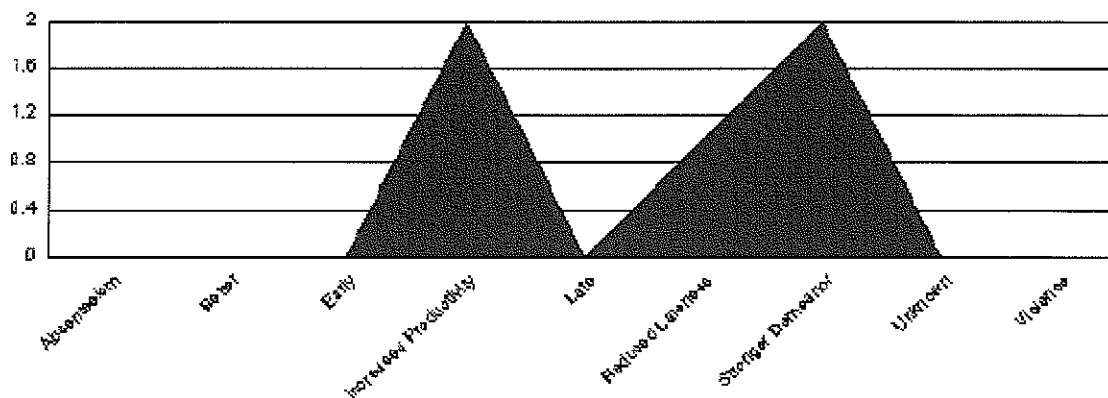
DESCRIPTION	1/1-3/31		4/1-6/30		7/1-9/30		10/1-12/31		1/2004-12/2004		1/2003-12/2003	
Become Involved With Community	0	0.0%	1	50.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%
Healthier Lifestyle Choices	0	0.0%	1	50.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%
Pursue Medical Assessment	0	0.0%	0	0.0%	1	100.0%	1	50.0%	2	40.0%	0	0.0%
Referral To Community Resource	0	0.0%	0	0.0%	0	0.0%	1	50.0%	1	20.0%	0	0.0%
TOTAL	0		2		1		2		5		0	

Utilization Report Sample

BMI Inc.

From: January 01, 2004 To: December 31, 2004

Outcome in the Workplace



DESCRIPTION	1/1-3/31		4/1-6/30		7/1-9/30		10/1-12/31		1/2004-12/2004		1/2003-12/2003	
Increased Productivity	0	0.0%	0	0.0%	1	100.0%	1	50.0%	2	40.0%	0	0.0%
Reduced Lateness	0	0.0%	0	0.0%	0	0.0%	1	50.0%	1	20.0%	0	0.0%
Stronger Demeanor	0	0.0%	2	100.0%	0	0.0%	0	0.0%	2	40.0%	0	0.0%
TOTAL	0		2		1		2		5		0	

Event Summary

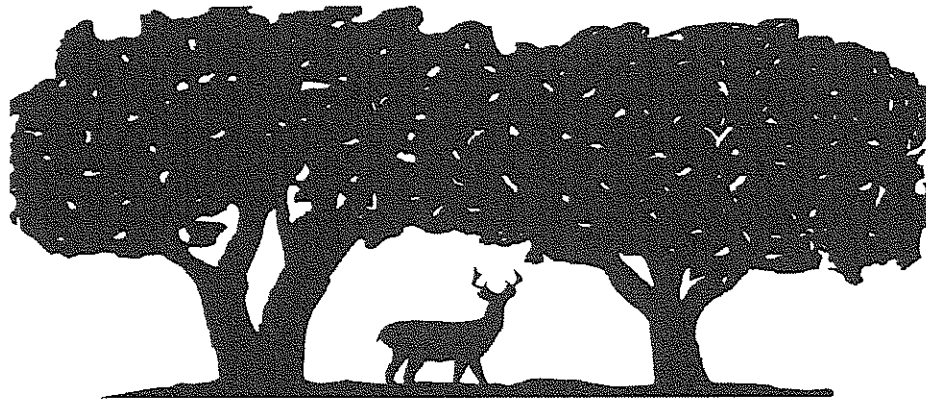
DATE	EVENT TYPE	DUR	LOCATION	AET	DETAILS
01/01/2004	Orientation	1.50	Head Office	25	Staff very excited about launch of new program.
03/04/2004	Drug & Alcohol Seminar	2.00	Downtown Office	15	Employees very receptive to seminar and content.
TOTAL		3.50		40	2

Trauma Summary

DATE	TYPE	DUR	LOCATION	AET	DETAILS
08/04/2004	Death of Employee	4.00	Main Office	5	Two employees injured in accident.
TOTAL		4.00		5	1

Proposed Cost Quote

- ◆ **Proposal Price Sheet**
- ◆ **Optional Add-On Services**



DEER OAKS

Proposed Cost Quote

Understanding that the contract period, as listed in the Request for Proposal, will be from date of award for a period of one (1) year, Deer Oaks EAP Services indicates the PEPM (per employee per month) and annual cost based on the *DEP's choice of a four (4), five (5), six (6) and eight (8)- visit counseling model* with a 825 employee estimation.

The fees quoted below include all services listed under Scope of Services in the RFQ including:

- ◆ Up to eight (8) counseling sessions per employee or family member per problem per contract year;
- ◆ Unlimited CISDs;
- ◆ Unlimited telephonic counseling;
- ◆ Up to two (2) DOT SAP Evaluations & two (2) DOT SAP Training Sessions;
- ◆ Extensive Program promotion (as detailed in the proposal);
- ◆ Referral and follow-up services;
- ◆ Program evaluation and performance tracking; and
- ◆ Up to 20 hours for supervisor trainings, wellness seminars, and employee orientations, plus four (4) hours of financial seminars and four (4) hours of legal seminars.

Number of Counseling Visits	PEPM	Annual Contract Amount
4- counseling visits	\$ 1.35	\$13,365.00
5- counseling visits	\$ 1.56	\$15,444.00
6- counseling visits	\$ 1.78	\$17,622.00
8- counseling visits	\$ 2.19	\$21,681.00

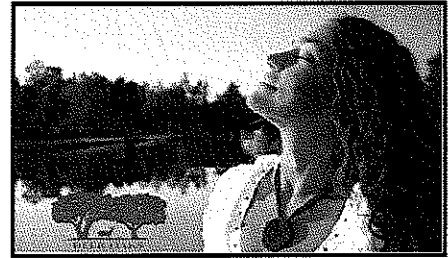
Optional Add-on services

Breathe L.I.F.E Smoking Cessation Program	\$99.00 per enrollee
24-hour Nurseline	\$0.50 PEPM
CORE Gatekeeper/Managed Mental Health	\$1.00 PEPM
Diversity Training	\$150 per hour
Fitness for Duty Evaluations	\$850.00 per evaluation

A description of optional add-on services is included on the following pages.

BREATHE L.I.F.E. Smoking Cessation Program

Smoking is costly to employers both in terms of smoking-related medical expenses and lost productivity. Ten percent of smokers alive today are living with a smoking-related illness. Men who smoke incur \$15,800 (in 2002 dollars) more in lifetime medical expenses and are absent from work 4 days more per year than men who do not smoke. Women who smoke incur \$17,500 (in 2002 dollars) more in lifetime medical expenses and are absent from work 2 days more each year than nonsmoking women. In 1999, each adult smoker cost employers \$1,760 in lost productivity and \$1,623 in excess medical expenditures.



Smoking causes heart disease, stroke, multiple cancers, respiratory diseases, and other costly illnesses. Secondhand smoke causes lung disease and lung cancer. Smoking increases costly complications of pregnancy, such as pre-term delivery and low birth-weight infants. Smoking is the leading preventable cause of death in the United States. Smokers who quit will, on average, live longer and have fewer years living with disability. About 23% of American adults and 28% of teens smoke. More than 70% want to quit, but few succeed without help. Tobacco use treatment *doubles* quitting success rates.

The Deer Oaks **Breathe L.I.F.E.** Smoking Cessation Program is offered by Deer Oaks EAP Services to address some of these very serious implications of smoking. The program is based on the QuitSmart Smoking Cessation Program from Duke University (Shipley, 2000). The program has enjoyed impressive treatment outcome results. While the national average success rates is 20-25% for 6-12 months abstinence rates for most smoking cessation programs; the QuitSmart Program 6 and 12 month abstinence rates have ranged from 29% with psychiatric diagnosis to 51% (Shipley et al, 1999; Gilliam (1993)

The Deer Oaks **Breathe L.I.F.E.** Program is an *optional add-on program* that approaches smoking cessation through multiple techniques

- Cognitive Restructuring
- Behavior Modification
- Physiological Fading
- Hypnotherapy
- Social Support
- Psychoeducation/Prevention
- Stress Management
- Integration with Workplace Incentives
- Referrals to Community and Health Plan Resources



The Breathe L.I.F.E. Program Benefits Include:

- Telephonic Health and Wellness Education and Prevention advice on Smoking Cessation
- Unlimited Access to Online Smoking Cessation Resources at www.deeroaks.com
- 24/7/365 "Call when Craving" Telephonic Counseling and Crisis Support - 1-866-EAP-2400
- Telephonic and E-Coaching and Guidance on Brand Fading and Nicotine Replacement Treatment
- Warm Transfers to ACS & NCI National Smoking Cessation and National Quitlines 1-800-QUIT-NOW
- Referrals to Online Live Chat with NCI Smoking Cessation Specialist

- Smoking Cessation E-ToolKit sent to each registered participant including Thinking about Quitting, Maintaining your Recovery, Quit Plan, Quit fact sheets and Smoking Cessation Guides
- 24/7/365 Audio Health Library on Smoking Cessation Topics
- Program Promotion – posters for workplace to encourage participation
- Referrals to Community and Online Smoking Cessation Resources
- “Thinking about Quitting” or “Maintaining Your Recovery” Smoking Cessation e-Toolkit
- Referrals to Health Plan and EAP as needed

24-hour Nurseline

Deer Oaks EAP Services offers a Nurse Advice Line that operates 24 hours a day, seven days a week. Deer Oaks recognizes that many employees and their family members have a number of health-related concerns that could potentially be alleviated by receiving immediate education and advice from a registered nurse. Employees and their family members can access the Nurse Advice Line via a toll-free number at any time, day or night, and health advice is provided based on established medical decision algorithms. Employees who can get quick answers to their health-related questions are able to focus better at work and may be able to reduce the amount of time taken off of work related to the family’s health concerns.



The Deer Oaks Nurse Advice Line is one of less than twenty medical call centers -- nationwide -- to have achieved accreditation by URAC, the national accrediting body for health call centers. The Nurse Line was awarded this prestigious honor based on professional standards for confidentiality, staff and program qualifications, as well as triage and health information. This certification acknowledges the level of quality and commitment reflected in each personal contact made by the Nurse Line team.

Management Mental Health Gatekeeper

Deer Oaks also offers licensed Utilization Management services for the behavioral health and substance abuse benefit nationwide. Deer Oaks has a great deal of experience with the integration of EAP and managed care services. Many employees and their dependents utilize their behavioral health benefit unnecessarily when their problem could be handled effectively through the EAP. Having an EAP and a Gatekeeper system in place ensures appropriate utilization of both the EAP and the behavioral health/substance abuse benefit.

The Deer Oaks **CORE** Managed Mental Health/Substance Abuse program offers employees and their families one phone number to call to access both their EAP and mental health/substance abuse benefit. In addition to the convenience and ease of access that this offers to employees and their family members, the gatekeeper model allows employer groups to realize significant medical cost savings by ensuring cases can benefit from short-term counseling and referrals are being referred to the EAP. This is an important feature for self-funded employer groups and employers looking to lower their medical utilization trends.

The Deer Oaks **CORE** program provides a service to employers that results in significant cost savings and quality assurance. The tenets of this program are:

Clinical Coordination,

Oversight of Mental health/substance abuse benefit Administration & Utilization,
Review of Treatment Progress and Medical Necessity, and
Evaluation of Cost Savings.

Throughout this integrated program, the EAP and the behavioral health benefit each serve their own unique role in the seamless provision of services to employees and their dependents. The program provides the following services:

- Initial triage and assessment of all calls for behavioral health, substance abuse, and EAP benefits
- Determination of treatment that is most appropriate and medically necessary for insured's presenting diagnosis and level of functioning, with efforts to handle as many cases through the EAP as possible.
- Establishment of initial treatment recommendations, with specific referral either into the EAP or the mental health/substance abuse benefit based on medical necessity determinations made by doctoral level clinicians, psychologists, and licensed Utilization Management nurses.
- Assistance to employees and dependents in understanding their mental health and substance abuse benefit;
- If a referral to the behavioral health plan is determined to be medically necessary, then Deer Oaks provides a coordinated referral to a Deer Oaks and/or health plan facility or provider through negotiated discounted provider and facility agreements to maximize savings to the employer group.
- Pre-certification and authorization of inpatient, partial, intensive outpatient, and outpatient treatment visits;
- Licensed Utilization Management nurses issue authorizations for behavioral health services with specific authorized # of visits/days, date range, and facility/provider is sent in electronic format to health plan or Third Party Administrator
- Assessment of Progress toward treatment goals and determination of need for extended services via concurrent behavioral health and substance abuse clinical reviews and medical necessity determinations
- Review of mental health/substance abuse claims to ensure services provided and billed are consistent with the plan coverage and benefit structure as well as contracted provider rates and authorization information, re-pricing claims as needed;
- Recommendations to the health plan or Third Party Administrator for payment or denial of claims based on submitted information;
- Utilization review reports for the EAP and **CORE** services; and
- Analysis and summary of the utilization data from behavioral health claims to ensure maximum cost savings.

The managed mental health/substance abuse functions include referrals to the health plan network of behavioral health providers and facilities. Referrals to the health plan are only made when the issue or problem presented by the employee/family are beyond the scope of the EAP, are significantly interfering with the employee/dependent's well-being and functioning, and can benefit from treatment services covered by the insured's health plan. Referrals are made in conjunction with verification of eligibility and authorizations for visits/days to ensure that maximum treatment progress is made within the most efficient period of time.

Diversity Training

The workplace is comprised of diverse attitudes, beliefs, and people that all need to work together in order to achieve a healthy and productive workplace environment. Deer Oaks partners with employer groups who prioritize optimizing their employee workforce by minimizing any blockades that can stem from their differences.



Diversity is about each person coming to terms with his or her attitudes, beliefs, and expectations about others and gaining comfort with differences. Diversity is about overcoming historical socializations and moving toward acceptance of all people.

It is important to recognize, respect, and capitalize on the different backgrounds in the workplace. Different cultural groups have different values, styles, and personalities. There is a need to respect and embrace differences among people along dimensions of ethnicity, race, religion, gender, age, disability status, nationality, marital status, sexual orientation, political beliefs, socioeconomic status, veterans, education level, values, and more...

Diversity is not an issue that employer groups can ignore. The US Census Bureau Report from 1990-2000 indicated that the growth of Ethnic minorities in America has been phenomenal. Since 1980, the Asian American population has almost tripled, Hispanic American more than doubled, Native American increased 62%, and African American increased 31%, while the non-ethnic population has remained almost the same. From 2000 to 2050, the report says, the non-Hispanic white population should increase from 195.7 million to 210.3 million, an increase of 7%. At the same time, the nation's Hispanic population will grow from 35.6 million to 102.6 million, an increase of 188%. Among the forces calling attention to diversity in the workplace are the changing nature of the workforce, globalization of labor and customer markets, and organizational restructurings, such as mergers and joint ventures, which bring diverse corporate cultures together.

The Principles underlying Diversity Training are:

- Companies are more successful when issues of Diversity are embraced.
- Different approaches and solutions to problems lead to greater creativity and productivity.
- All people should have equal opportunities to succeed in the workplace.
- Diversity Training allows participants the opportunity to review, evaluate and reflect upon how diversity impacts each of us and specifically how individual work relationships, work environment and workplace behaviors ultimately affect corporate and individual and departmental success.
- Diversity consciousness cannot be simply mandated into a system, integrated into a corporate culture, or prompted by financial incentives. It is reflective of an attitude that organizations and their staffs must adopt that allows them to change their basic concepts about workers and converts "them" into "us".

Deer Oaks believes that Diversity Training:

- needs to be personalized and relevant to individuals and departments
- needs to include participation of audience, emphasizing discussions and small group exercises.
- needs to be based on ongoing assessment of knowledge, interest, and responsiveness of audience
- needs to have follow-up.

The Deer Oaks Diversity Training begins with:

- Assessment of the emotional issues impacting each individual's degree of acceptance of differences between people.
- Assessment of corporate culture issues impacting diversity in the workplace.
- Assessment of departmental and managerial responses to issues of diversity among subgroups.

The Deer Oaks Diversity Training takes place typically in groups of 25 or fewer employees or supervisors and focuses on:

- Examination of Beliefs, Emotions, and Behaviors regarding Diversity
- Developing Acceptance and Respect for Differences
- Improving Knowledge and Understanding of Others
- Adopt Behaviors & Communication Styles reflective of Educated Acceptance and Respect
- Best Practices for Achieving Workforce Diversity
- What is Diversity Management?
- Tools for Managers
- Communication Tips for Embracing Diversity
- What is an Inclusion Initiative?
- What are the Steps toward Inclusion?

Fitness for Duty Evaluations

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 DEP 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.

The typical evaluation format shall include the components and consider the guidelines outlined on the following pages.

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

I. Initial FFDE Telephonic Assessment

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:

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?

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:

- | | |
|---|---|
| • Angry outbursts | • Excessive use of sick leave |
| • A pattern of poor judgment | • Known domestic problems or abuse |
| • Interpersonal withdrawal | • Known substance abuse |
| • Conflicts with coworkers or the public | • Known sexual misconduct |
| • Poor reliability and dependability | • Employee talking repeatedly about being "stressed out," "burned out," or depressed |
| • Bizarre behavior | |

II. Coordination & Referral

Once the Deer Oaks FFDE Clinical Case Manager has conducted the Initial Telephonic Assessment, s/he makes a determination regarding the needs for the Fitness for Duty Evaluation, with specific recommendation regarding the type and degree of assessment needed along cognitive, personality, relational, and psychological/emotional domains. The Case Manager also makes arrangements for the referred employee to be scheduled with the most appropriate Deer Oaks psychologist within the timeframe required by the employer group and makes a referral to the most appropriate FFDE expert in the Deer Oaks FFDE resource network.

III. Ensures timely completion of the FFDE

A timely completion of the FFDE is critical, and the Deer Oaks FFDE Clinical Case Manager works with the FFD evaluator to ensure that the employee came to all interview and evaluation

appointments and that the FFDE report is completed within a timely fashion, meeting all requirements as set forth by the employer group. Deer Oaks ensures that the evaluations meet all protocol compliance expectations set forth by the employer's policies for FFD evaluations. Deer Oaks receives a copy of the report and sends a copy to the referring supervisor or appropriate employer group representative.

IV. Quality Assurance Review:

The Deer Oaks clinical Case Manager performs a Quality Assurance Review of all FFDE evaluations coordinated through the EAP. The evaluation should be able to answer if the employee is fit-to-perform job duties without restriction, with specific accommodations, or is no longer fit to perform the duties of the present job. The FFD evaluation shall include a thorough bio-psychosocial diagnostic assessment interview, interview with workplace supervisors regarding observations of employee's workplace behaviors and performance, review of pertinent performance review documentation or disciplinary write-ups, interviews with other collaterals as appropriate, review of other recent available pertinent medical records and administration of standardized objective tests to be able to provide answers to the referral questions and recommendations for return to work as appropriate. The FFD evaluation may indicate the need for additional mental health or medical assessment. The FFD evaluation should provide recommendations for treatment or educational plans for the employee. The Deer Oaks Fitness For Duty Case Manager will ensure that the Fitness for Duty Evaluation arrives at a specific assessment regarding the suitability of the employee returning to work along the following categorical recommendations:

1. **Fit to return to work** – no restrictions. The employee has fully recovered from whatever problems he or she had been experiencing and is now ready to return to work.
2. **Fit to return** – with restrictions or modifications. The employee may return, but only with some provisions. These may range from initiating or continuing in mental health treatment to making modifications to their workplace environment.
3. **Unfit to return.** The employee cannot return to work because he or she would be unable to do the job due to an ongoing mental health problem, or would be a threat to the safety of self or others.

V. Return--Work Determinations & Follow-Up Case Management

The FFD evaluation should result in appropriate suggestions to manage the employee or modify the employee's work environment in order for the employee to perform more optimally in the job. Follow-up by the Deer Oaks EAP consultant with the employee, his or her treatment providers, and the employer can help insure that the recommended return to work strategies are appropriate and useful, and may facilitate further intervention if the process becomes sidetracked. This follow-up is conducted on a monthly basis via telephonic contact with the supervisor and employee to assess the degree to which the employee is performing the duties of his/her job in a safe and effective manner.

REFERENCES

Texas Health and Human Services Commission

4900 N. Lamar
Austin, TX 78711

Sharon Brewer, Director of Human Resources

(512) 424-6598
sharon.brewer@hhsc.state.tx.us

State of North Carolina

116 West Jones Street
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Sharon Howard, HR Partner

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City of Lawton, OK

1405 SW 11th Street
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Olathe, KS 66061

Anita Dickey, HR Manager

(913) 971-8934
ADickey@olatheks.org



TEXAS HEALTH AND HUMAN SERVICES COMMISSION

ALBERT HAWKINS
EXECUTIVE COMMISSIONER

February 24, 2006

Deer Oaks EAP Services
7272 Wurzbach Road, Suite 601
San Antonio, Texas 78240

Subject: Employee Assistance Program (EAP) Services Reference Letter

To Whom It May Concern:

During the five (5) year period preceding the awarding of the EAP Services contract to Deer Oaks, such services were provided to Texas Health and Human Services System (HHSS) legacy agencies by another corporation. Upon being awarded the contract as a result of a competitive bidding process, Deer Oaks quickly put to rest any concerns as to how well it could perform its duties and responsibilities for many employees who had never known another EAP Services provider. Since assuming this role for the employees of the HHSS, Deer Oaks' services have been characterized by a degree of professionalism, compassion and dedication which reflects most favorably upon this particular organization, its employees, and the industry as a whole.

I have the privilege of serving as the HHSS Liaison for EAP Services. In this capacity I have had the opportunity to work directly with this great organization and its staff, and have come to think of them as far more than just a contractor in this relationship. Deer Oaks has become a valuable partner in the effort to provide assistance to our employees, and members of their families, as they strive to cope, in positive and functional ways, with the complex concerns, issues and problems which so frequently manifest themselves in the world today.

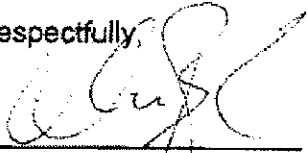
Employees are the most important resources of any organization, and the primary means of mission accomplishment. Due to the demands of the modern-day workplace, employees are constantly bombarded with such levels of change, stress and related demands, as to possibly render them incapable of successfully performing their work in the manner expected by the citizens of this State. Deer Oaks has become our "not so secret weapon" in the efforts to minister to the needs of such employees, and to enhance their ability to successfully address the challenges of the workplace and life in general. The services provided by Deer Oaks have not been merely "reactive" in nature, as they have frequently taken the initiative and provided recommendations that

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have either prevented the development of employee problems and/or reduced the severity of those which did occur. Furthermore, they have assisted us in the development and implementation of programs and services which have been well received by our employees.

It is my hope that these few words may, in some small manner, convey our deep appreciation for the quality of the services provided by Deer Oaks to HHSS employees and their participating family members. If I might be of further assistance in this matter, please do not hesitate to contact me (512-458-7111, ext. 2634).

Respectfully,



Olin B. Clemons
HHSS EAP Services Liaison

**STATE OF NORTH CAROLINA
OFFICE OF STATE PERSONNEL
1331 MAIL SERVICE CENTER
116 WEST JONES STREET
RALEIGH, NC 27699-1331**

MICHAEL F. EASLEY
GOVERNOR

THOMAS H. WRIGHT
STATE PERSONNEL DIRECTOR

February 22, 2006

To Whom It May Concern:

It is my pleasure to write this letter on behalf of Deer Oaks EAP Services.

The North Carolina Office of State Personnel embarked on an aggressive process to select an external Employee Assistance Program (EAP) provider in response to the need for EAP services to serve our agencies and universities. This process included an extensive request for proposals and review process. A ten-member evaluation team evaluated all submitted proposals representing forty-four state agencies and universities.

Deer Oaks EAP was selected due to their competitive pricing, impressive proposal, and presentation of their extension range of services offerings. We officially began our program February 1, 2006. Prior to the official implementation, Deer Oaks EAP voluntarily and at their own expense, provided services for several employee situations requiring immediate attention. They have proven themselves to be flexible and willing to tailor their services to meet the specific needs of our various agencies and universities.

It is my expectations that Deer Oaks will provide quality services to the employees in North Carolina state government. I certainly look forward to having the opportunity to work with their capable staff. If additional information is desired, please feel free to contact me at (919) 733-3182.

Sincerely,

Sharon Howard, Human Resource Partner
North Carolina Office of State Personnel

An Equal Opportunity Employer



City of Lawton

Human Resources

Department

1405 SW 11th Street, Lawton, OK 73501
Ph: (580) 581-3392 Fax: (580) 581-3530

November 26, 2007

To Whom It May Concern:

I wish to write this letter on behalf of City of Lawton and our employees as our EAP. I have been HR Director in Lawton for 3 years and am very pleased with the service Deer Oaks has given our employees. We had one crisis in particular (a hostage and shooting incident) and when called Deer Oaks arranged for counselors to be on-site within two hours of the scene being accessible. Deer Oaks remained in contact and set up several on-site counseling sessions over the next few weeks. Your reaction was commendable. Your day-to-day support of our employees and monthly informative newsletters have been excellent. When I called on you earlier this year with my idea to feature one special aspect of your service each month, you were very helpful in working with me to develop my email format and content. The services available to our employees via the web are also excellent.

Anyone who is considering utilizing your services is free to contact me at the number listed below.

Kind regards,

Jim Scholes

Jim Scholes, PHR MA
Human Resources Director,
City of Lawton
580-581-3392, ext 26



City of Peoria

Human Resources Department

8401 West Monroe Street, Peoria, Arizona 85345
Phone: 623-773-7100 Fax: 623-773-7141

February 16, 2005

To Whom It May Concern:

Effective July 1, 2004, Deer Oaks EAP Services was selected as the Employee Assistance Program Provider for the City of Peoria, Arizona. Deer Oaks was selected due to its comprehensive EAP benefit package, expansive geographic coverage, and competitive pricing.

Deer Oaks has been very responsive to the City's crises intervention needs and has reacted promptly to management referrals. Deer Oaks also has online services that are very user friendly and informative, and their promotional materials and utilization reports have been timely and helpful. They have been extremely professional and have offered to develop systems and services to meet the particular needs of the City of Peoria.

I recommend Deer Oaks EAP Services without reservation to any employer group. The City of Peoria has been very pleased with the full range of EAP services that Deer Oaks provides.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Eckman".

Greg A. Eckman
Human Resources Director



To Whom It May Concern:

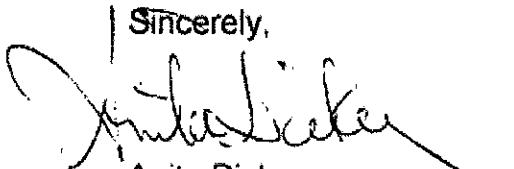
Deer Oaks was chosen as the EAP and Work/life provider for the City of Olathe, Kansas from 2004 to the present. Deer Oaks' constant availability and professionalism serves to provide supportive resources to our employees that help ease the stress associated with balancing work and life as well as the daily struggles that occur.

As with many HR Departments, the City of Olathe is concerned with trying to reduce turnover and absenteeism while improving productivity and employee motivation. Having Deer Oaks EAP Services as our partner has allowed us to truly focus on the well being of our employees, creating a more positive work environment.

Deer Oaks works closely with the City's Human Resource and Employee Benefits personnel to ensure utilization and program promotion. In every contact with Deer Oaks we have been pleased with the level of concern, knowledge and professionalism of the staff of Deer Oaks.

Deer Oaks has become a valuable partner in our efforts to provide assistance to City employees and their families. I strongly recommend Deer Oaks EAP for their EAP and Work/life services.

Sincerely,


Anita Dickey
Human Resource Manager

RECEIVED JUL 25 2007