



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

PAGE
 1

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

RFQ COPY

TYPE NAME/ADDRESS HERE

Horizon Health EAP Services
 2941 South Lake Vista Drive
 Lewisville, TX 75067

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

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	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	TELEPHONE	DATE
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**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125.00 registration fee.
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA Business Associate Addendum -** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications.

SIGNED BID TO:

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



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 304-558-2157**

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 Lewisville, TX 75067

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

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<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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<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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<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; 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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<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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				<p>BIDDER: Horizon Health EAP Services</p> <p>DATE: 2/13/08</p> <p>SIGNED: </p> <p>TITLE: VP of Sales and Marketing</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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BID OPENING TIME:				1:30 PM		
PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: (214) 420-8247						

CONTACT PERSON (PLEASE PRINT CLEARLY): Pam Pearson, (407) 571-7626						

***** THIS IS THE END OF RFQ DEP14213 ***** TOTAL:						<u>\$11,286</u>

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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: Horizon Health EAP Services

Authorized Signature:  Date: 2/1/00

HORIZON HEALTH

Chuck Bowman
The West Virginia Purchasing Division
For The West Virginia Department of Environmental Protection
601 57th Street SE
Charleston, WV 25304
(304) 926-0499

Dear Chuck:

Thank you for providing Horizon Health with the opportunity to introduce Horizon Health Employee Assistance Program, HorizonCare, and our host of Services. We are pleased to present you with our professional and confidential program that helps thousands of employers, employees and families find solutions for life's issues through our innovative employee assistance services.

We are a global company with local presence – wherever our members happen to be, Horizon Health is close by. Many public and private multi-site statewide clients currently receive EAP services from Horizon, and our presence in West Virginia and across the U.S. has made us a favorite for government organizations seeking a comprehensive Employee and Organization support program. With more than 30 years of experience, our goal is to help people lead more productive lives. We currently serve over 7000 clients who have selected Horizon Health as their EAP because of:

- Horizon's ability to design and deliver customized solutions that best meet the needs of organization, the employees and families.
- Horizon's proven track record with leveraging the EAP to enhance workplace and family wellness, as well as coordination with the client companies' health and wellness offerings.
- Horizon Health's unique high-touch Member Advocate process, which eliminates the barriers to members receiving timely and appropriate care. This high level of service has resulted in increased utilization, and ultimately provides a higher return on investment for client organizations.
- The Management Resource Center Advantage: Unlimited management consults and referrals as well as Critical Incident Stress Debriefings as needed.

We look forward to learning how we can help ensure your organization, staff and families receive first-class assistance whenever and wherever the need arises. We welcome the opportunity to discuss how our Employee Assistance Programs and Services can best serve you now and in the future. Thank you for your consideration of the HorizonCare EAP.

Please do not hesitate to call me at (407) 571-7626 should you have any questions or if we can provide any additional information.

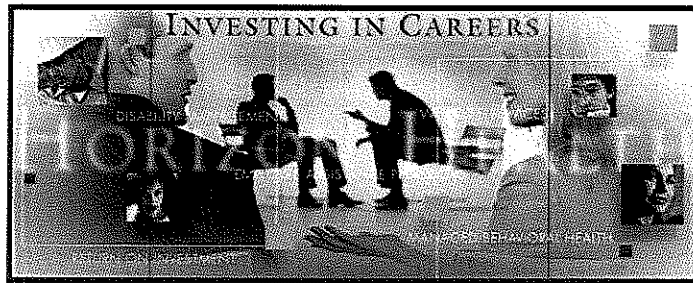
Best Regards,

PAM PEARSON

Pam Pearson- Director of Sales & Marketing
Horizon Health - EAP Services

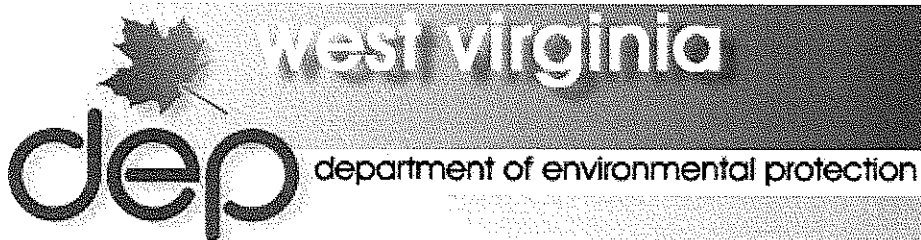
Pam Pearson
Pam.Pearson@HorizonHealth.com
(407) 571-7626

HORIZON
HEALTH
Presents



**A Proposal to Provide
HorizonCare EAP Services
for**

**West Virginia Department of
Environmental Protection**



Pam Pearson
Director of Sales & Marketing
Horizon Health
(407) 571-7626
pam.pearson@horizonhealth.com

Horizon Sales and Marketing Assistance: (866) 440-5192

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Executive Summary

First, help the caller.



It sounds simple enough, but the truth is that this philosophy is the differentiator in everything we do, and sets Horizon apart from all others in the marketplace. Whatever the need, we'll be there from the first call forward.

Horizon Health EAP Services is pleased to present our proposal to serve West Virginia Department of Environmental Protection employees and household members with the most clinically sound Employee Assistance Program on the market. Through our confidential and successful Member Advocate Process, we provide telephonic services, short-term counseling, wellness resources, and on-site assistance from orientations and seminars through Critical Incident Stress Debriefings (CISDs).

Because many issues go hand in hand; we triage each case and deliver multiple levels of service addressing daily life, wellness and more complex behavioral health issues such as family relationship problems and substance abuse. The HorizonCare EAP and WorkLife program will help your organization:

- Reduce absenteeism, presenteeism, recruiting, and training costs;
- Reduce the time managers spend on employee issues; and
- Manage mental health claims costs.

"I believe the attentiveness of the assistance from the 800# rep (Dolly Jacob) from Horizon Health and our provided counselor helped to save my marriage. I am forever grateful!"

-Member

Horizon was recognized nationally for its integrated Member Service Access and Follow Through.

Horizon was presented the nationally coveted Oracle® PartnerNetwork North America Titan Award in 2006 for implementation of a CRM¹ system that enhanced Internet utilities and improved clinical service to members and local providers. We know that the most important service we offer is our ability to connect members with the most appropriate level of services they need when they call. The HorizonCareLink system allows us to do this better than anyone else in the market.

¹ **Customer relationship management (CRM)** is a broad term that covers concepts used by companies to manage their relationships with customers, including the capture, storage and analysis of customer information.

The core Horizon benefits package includes resources above and beyond expert clinical counseling. One of our most popular non-clinical services is a basic Legal Consultation available to address complicated issues such as auto accidents or power of attorney, either by phone or face-to-face.



The My Life Values website contains thousands of helpful articles and videos to research family, financial, and wellness topics. The site also has a vast database of state licensed providers in childcare, eldercare, veterinary services, and more. Whether you're looking for heart-healthy meals or the best destinations to visit on a European vacation, Horizon's

EAP and WorkLife services provide hundreds of resources through a single toll-free call or Internet visit.

EAPs have a tremendous potential to impact the health and well being of a workforce when used to their full potential, and that is exactly what Horizon does with a complete continuum of care. During implementation of the HorizonCare™ Employee Assistance Program, we reach out to the Department's existing health and benefits providers and investigate ways to coordinate services.

There Are No Hidden Fees

Web services, Management Consultations and Referrals, Legal and Financial services are all part of your EAP package. Your organization has access to a Master's Level Clinician 24 hours a day, 365 days a year. Our additional services are clearly spelled out in easy to understand pricing options.

National Provider Network

Horizon Health offers a network of more than 8,000 credentialed providers throughout the United States. We provide services through English and Spanish-speaking advocates around the clock, with translation services available in more than 120 languages. Horizon's nationwide access ensures that each organization's employees and their family members are provided readily available and confidential professional help in their respective communities. Furthermore, Horizon maintains an open-panel policy that allows our customers to request that qualified providers be added to our network.

Thirty-two Years Customizing Programs to Fit Industry Needs

Horizon Health's financial stability stands out in the behavioral healthcare marketplace. In 2002 through 2005, Horizon Health was featured in Forbes list of "200 Best Small Companies in America." Today, as part of Psychiatric Solutions, Inc. (PSI), Horizon is a member of the foremost private behavioral health network in the United States. Horizon provides EAP and WorkLife services to more than 6,000 companies with more than 6 million covered lives in all 50 states.



Joey Jacobs, Chairman, President and Chief Executive Officer of Psychiatric Solutions, Inc., presides over the opening bell at NASDAQ on June 19, 2007.

We are committed to providing customized Employee Assistance Programs for employers in all business types and markets. Our comprehensive suite of products and services empowers employers and their employees to address a variety of issues that avert workplace productivity and compromise the employee's quality of life.

Horizon customized solutions are expertly managed by qualified professionals and available on a stand-alone or fully integrated basis. Our ultimate goal is to provide each employee and family member with an immediate resource, whether that need is a Master's level behavioral health clinician, an expert in recovering from ID Theft, or a licensed local child care center.

Summary

HorizonCare™ is more than a traditional EAP in a box—it is a system designed with members at the center of the plan. In the words of two outside professionals:

The key for purchasers is finding a vendor that puts as much energy into program research and evaluation as marketing, and ultimately helps inform risk management and human capital strategies based on actual data and results.²

Our Member Advocates, National Service Center in Dallas, Regional Facilities in San Diego, Denver and Orlando, efficient claims system, and network of providers are ready before the first employee calls. We will work with you to increase productivity, the quality of life for your organization, and support members while maximizing your return on investment.

² *Understanding the do's and don'ts in purchasing EAPs*; D. Sharar, MA, and D. Kaplan, MSW, LCSW-C, MSWAC; Employee Benefit News, September 1 2006.

Scope of Services

A Brief Overview

We have designed the HorizonCare program to meet the needs of *all* our members. Department of Environmental Protection employees benefit from the following Member Services:

- **24-Hour Member Advocate Line**—Members have 24/7 live access to Member Advocates for telephonic consultation, provider referral, and appointment scheduling assistance with specialists for legal, financial, or clinical issues. Teams answer calls in both English and Spanish, with access to translators in more than 120 languages.
- **Assessment and Counseling**—DEP employees and their family members may receive up to three short-term, in-person counseling sessions for assessment, problem solving, and referrals to additional resources.
- **National Network**— Horizon Health offers a network of more than 8,000 preferred providers in behavioral health, 20,000 counselors, and nearly a million childcare, eldercare, pet care and other specialists, including a network of over 24,000 attorneys and financial advisors throughout the United States.
- **Legal and Financial Consultation Services**— These most frequently-utilized non-clinical services offers guidance to members seeking legal advice for issues such as will preparation, divorce, automobile accidents, elderly parent care, and other legal-related concerns; members are able to receive assistance in managing inheritance or estate taxes, retirement fund rollovers or transfers, debt consolidation, and general tax or investment questions.
- **Childcare, Eldercare and all WorkLife Services** - Comprehensive telephonic consultation, research and referral by experts trained in specific life care issues. (Web is included in Core Services. Telephonic is Optional and costs \$0.12 Per Employee per Month.)
- **Promoting The HorizonCare EAP @ The Workplace**—Posters, newsletters, brochures, wallet cards, and other materials to introduce members to the HorizonCare program, reinforce its availability, and increase utilization; EAP orientation for supervisors and employees is available in DVD format.

CORE SERVICES

EAP Services

Toll-Free Number	Unlimited, immediate access to EAP and WorkLife benefits.
Telephonic Assessment	24 hour, 365 days per year. Immediate assistance from a qualified Member Advocate. Goal and success planning, resource materials, resource searches and referrals, and client follow up.
Face-to-Face Counseling	Model delivered on a per issue basis and available to all employees, dependents, and household members.
Legal and Financial Services	Unlimited telephonic consultation with legal and financial professionals or an initial 30-minute face-to-face consultation with in-state legal professionals. (If the member retains the legal professional, an additional 25% discount is available.)
Workplace Communication Materials	Workplace posters, brochures, and wallet cards help keep the Department's EAP benefit visible to your employees. These materials act as a constant reminder that help is available—24 hours a day, seven days a week.
Workplace Orientation and Seminars	Today's workers are inundated with new challenges on personal and professional levels. Workplace seminars give your employees a place to actively address those challenges and learn methods they can use to meet the resulting needs.
Online Services	Web access to information and resources to assist with childcare, home health care, assisted living facilities, schools, colleges, health clubs, pet services and more.

Management Referrals, Consultations, and CISD Services

Management Resource Consultation and Referrals	A troubled employee in the workplace can present a challenge for new and veteran managers alike. Management Resource Consultation provides unlimited assistance to the Department's managers and supervisors experiencing a situation in which they need to confront an employee's poor performance or have noticed a decline and wish to help get the employee back to his or her normal productivity level.
Program Consultation	The County's Account Manager will take a "hands-on" approach to implementing the EAP in a way that maximizes the return on your EAP-invested dollars.
Policy Consultation	Our Account Managers, Management Resource Consultants, and Training Consultants possess a broad base of knowledge to help formulate and update the Department's policies.
Critical Incident Stress Debriefings	Our CISDs are customized and designed to meet organizational and individual needs of to minimize damage and return people to previous levels of productivity as soon as possible.
Vendor Integration	Our benefits are proactively integrated with each customer's full health and wellness benefits.

Member Services

24-Hour Member Advocate Line

Members have 24/7 live access to telephonic consultation, provider referral, and appointment scheduling assistance with specialists for legal, financial, or clinical issues. Since initial contacts are of the utmost importance, only the most resourceful, trained specialists are selected to answer calls on the Member Advocate Line. All callers have 24-hour telephonic access to a Licensed Master's-Level clinician with a minimum of three years of post-graduate, direct-practice experience.

Because many issues go hand in hand; we triage each case and deliver multiple levels of service addressing daily life, wellness and more complex behavioral health issues such as family relationship problems and substance abuse.

If a caller needs help finding a college or school for his or her son, the member is transferred to a WorkLife counselor with more than a million proprietary resources to choose from. Online resources are available as part of each Horizon plan. If the call is in response to a more complicated issue, a variety of EAP, WorkLife, and other benefits, including community resources, may be used.



Example: A mother called for help with her son, who had taken the family car and wrecked it while under the influence of marijuana and alcohol. The mother called Horizon's Member Advocate line to seek help through her company's EAP legal resources benefit because her son faced criminal charges unless he entered drug rehabilitation. The Member Advocate explained the employer's health benefit, found a community resource for her son (an Outbound program for first-time

offenders) and provided short-term counseling to help both her and her son with the problem that generated the outburst that led to the car wreck, a painful divorce six months earlier. The son entered the community program, and the mother did not miss a payday.

Horizon's Siebel 7 based CRM provides integrated resources and rolling information at the point of contact for our Member Advocates. When a member calls our National Call Center in Dallas (or the Knox-Keene licensed center in San Diego for California customers), their company information is provided along with individual data in confidential database along with sessions and model features, local resources, vendor information and community resources.

All Members benefit from the following Member Services:

First, Help the Caller

Each Member Advocate is trained to meet our members' needs and exceed expectations. In addition to detailed training in telephone responsiveness, all Member Advocates are trained by Horizon's senior staff to be sensitive to the problems and issues that precipitate calls for service. Member Advocates also attend continuing education seminars to stay abreast of changes and advances in their chosen profession. Account-specific training is provided to Call Center staff regarding the Department, its agreed-upon protocols, services and special needs. These trainings are routinely done as new companies and services are added or existing services are adapted to fit ongoing contract needs and changes.

Telephonic Assessment

All calls are answered "live" by trained, clinical staff prepared to overcome obstacles that avert productivity in the workplace and affect the quality of life for your employees and those in their household.

Horizon offers goal-focused counseling designed to address a member's presenting issues. Interventions include those for both mental health and chemical dependency issues. The type and length of intervention depends upon several different factors which include:

1. Type of problem presented upon assessment;
2. Severity of symptoms;
3. Length of symptoms;
4. Risk to self or others;
5. Family history of behavioral health issues;
6. Social support; and
7. Other complicating issues such as occupational, legal, medical or financial.

In an **emergency** or **crisis** situation, a Member Advocate responds immediately by stabilizing the member, determining the appropriate level of care, and accessing the necessary managed care services or facilitating a network provider referral **within one hour of the initial call**. All Member Advocates are trained for crisis calls, and remain on the line until the caller is safe.

For routine issues, the Member Advocate will listen attentively to the member's concern, offer suggestions for addressing the problem, and send the member useful resource material. If the caller and Member Advocate determine a face-to-face appointment is needed, The Member Advocate will then either schedule the appointment through CareScheduler or contact the provider and instruct him or her to call the member to schedule an appointment. The appointment will be scheduled at a time that is convenient for the member.

CareScheduler allows a member to receive an appointment while on the phone with a Member Advocate. The Member Advocate may, with the member's permission, use CareScheduler to locate and schedule an appointment with a local provider who is capable of addressing the member's concerns, while the member is still on the phone. What this means for the member is a one-call intake process.

Additionally, certain services are available to members via Horizon's proprietary website. The web site address is www.horizoncarelink.com.

Face to Face Counseling

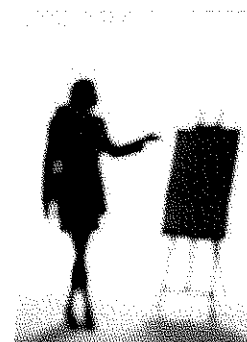
West Virginia Department of Environmental Protection employees and their family members may receive up to three, five, six or eight short-term, in-person counseling sessions for assessment, problem solving, and referrals to additional resources.



We have found that 80% of all issues can be resolved within the EAP, with the remaining 20% being referred out to the health plan or community resources. The flexibility of our short term counseling model ensures that all employees and household members will receive appropriate counseling without having to access their health insurance unnecessarily, thus saving the employee and organization, time and money. Fixed or short-term counseling, generally 45 to 60 minutes in length, allows impaired, but medically stable psychiatric or chemically dependent members to engage in counseling while they participate in the normal scope of daily functions.

Workplace Orientation and Seminars

Horizon's Management and Training Team members will work with the Department to provide the best possible combination of on-site services to promote higher utilization and greater return on investment. Orientations can be provided on-site or through DVD's that allow for convenient presentation whenever desired – monthly, quarterly or annually. Horizon's training department can customize seminars and trainings for specific needs or industry requirements.



A descriptive list of available **Workplace Training and Seminars** is included with this proposal as **Exhibit A**.

EAP Employee Orientations

A training for employees about the Horizon employee assistance program benefits provided by their organization. It gives details about who is eligible, how the process works, confidentiality, what types of issues are often helped and how to access this benefit.

EAP Supervisor Orientations

A training for supervisors about the Horizon employee assistance program benefits provided by their employer. It gives details about who is eligible, how the process works, confidentiality, what types of issues are often helped and how to access this benefit. It helps supervisors identify a troubled employee and walks them through the employer's process of referring an employee to the EAP.

Critical Incident Debriefing

This workshop describes what critical incident debriefing is and when and why companies would call in their EAP for this service. It takes managers through the steps of a debriefing and the benefits to employees and their companies when a trauma such as death, accidents, violence in the workplace, natural and man-made disasters occur and the impact it has on their staff's productivity.

Training Workshops include the following:

- Respect in the Workplace
- Professionalism in the Workplace
- Effective Communication at Work
- Interpersonal Communication Skills
- Assertiveness
- Transforming Conflict into Collaboration
- Dealing with Difficult People

Pam Pearson

(407) 571-7626 – Pam.Pearson@HorizonHealth.com

- Excellence in Customer Service
- Dealing Effectively with Change
- Dealing with Layoffs
- Time Management
- Goal Setting for Life and Work
- The Balancing Act
- Stress Management
- Stress Management and Achieving Balance at Work and Home
- Coping with Shift Work
- Coping with Grief and Loss
- Battling the Blues
- Dealing With Anger
- Dealing with Road Rage
- Healthy Living Tips
- Smoking Cessation
- Fitness and Nutrition
- Eating Disorders
- Changing for Good
- Taking Sleep Seriously
- Parenting Skills
- Single Parenting
- Step/Blended Families
- Talking with Kids about War
- Talking to Your Kids About Drugs and Alcohol
- Elder Care
- Money Management
- Are You Emotionally Prepared for Retirement?
- Slowing Down to Enjoy the Holiday Season
- Boundaries in the Workplace

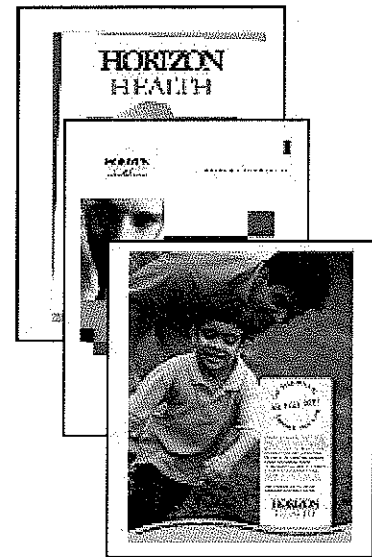
Supervisor's Seminars

- Leadership
- Behavior-Based Interviewing
- Negativity in the Workplace
- Recognizing and Motivating Employees
- Fatigue
- Drug Free Workplace

Workplace Communication Materials

West Virginia Department of Environmental Protection will receive a comprehensive set of communication materials that have been designed to introduce your managers and employees to HorizonCare™ and continue to remind them of their Employee Assistance benefit. Workplace Communication Materials include the following:

- **Think HorizonCare™**—The Department will receive a brochures and wallet cards. The brochure explains the services that are available through the HorizonCare program and informs members about how the program is confidential, convenient, and easy to use. The wallet card contains the toll-free number members can call to access services. To ensure that all employees and eligible dependents are able to access the program's online service offerings, the wallet card also contains the HorizonCareLink login ID and password.
- **Manager Update**—The Department will receive a manager's resource guide that reviews the steps for identifying the troubled employee, as well as a description of how to facilitate a performance-based or substance abuse-affected employee referral. It instructs managers on the appropriate use of the HorizonCare program for consultation and performance referrals.
- **Posters**—The Department will receive an assortment of colorful workplace posters, designed to heighten awareness and promote visibility of the program. These are available for placement at various locations where employees gather. Workplace posters are pre-printed with HorizonCare's 24-hour, 365-day, toll-free telephone number and provide a quick reference as to the types of problems addressed through the EAP.
- **EAP Newsletter Articles**—The Department will receive quarterly newsletter pieces with helpful tips and articles. These articles also reiterate current benefits and how to access the EAP.
- **Questions & Answers**—The Department will receive an introduction to the concept of an Employee Assistance Program, which addresses many of the questions frequently asked regarding an EAP. *Questions & Answers* addresses such issues as the counseling process, the range of services available through the EAP, the confidentiality of services and how to access services.



Sample Workplace Communication Materials are included with this proposal as **Exhibit B**.

Legal and Financial Services



Almost every major life event—birth of a child, death of a parent, marriage and divorce, moving into a new home, even a natural disaster—can involve legal and/or financial questions that an employee is not prepared to answer. Horizon's National Network of more than 24,000 attorneys and financial experts provides immediate help on a wide range of topics, including ID Theft, tax preparation, child custody, divorce, and other issues.

Services Include:

- Free 30-minute telephonic advice per legal or financial issue, with unlimited issues per year;
- 25% discount when retaining attorney or using network CPA for personal income tax preparation;
- Practical answers quickly to most legal and financial problems; and
- Answers a layperson can understand on complex issues such as ID Theft, will preparation, and tax preparation.

Legal Services

- Free 30-minute, telephonic or face-to-face consultation with a network legal provider—One per legal issue, per year- unlimited issues per year
- Free 30-minute telephonic or face-to-face consultation with a network mediator and 25% rate discount for subsequent hours
- Simple will preparation
- 10% discount for telephonic and online assistance with legal documents

Financial Services

- Free 30-minute, telephonic or face-to-face initial consultation with a financial counselor on: credit counseling, debt and budgeting assistance, retirement planning, and tax questions
- Local referrals + Web access

ID Theft

- Free 60-minute consultation with a highly trained Fraud Solution Specialist™
- Specialist assists employees with restoring their identity and good credit
- Free "ID Theft Emergency Response Kit" provided
- Specialist disputes fraudulent debts due to ID theft
- Counselor follows up with the member and monitors progress

Online Services

As an important component of HorizonCare, we offer HorizonCareLink™, our exclusive Internet program that provides online services to members and managers through our state-of-the-art personal assistance and WorkLife Web site. HorizonCareLink™ provides immediate online access to Employee Assistance information and services. Areas covered include individual, family, and work-related issues. Virtually any topic can be searched for immediate access to relevant and up-to-date articles and guidelines. Personal screens guide individuals to the selection of the services they need, which can be provided online or through traditional phone-based or office visits.

Web resources include:

- Relevant, focused, proprietary resources in the categories of My Family, My Health, My Time and My Money
- Proprietary databases to search childcare, home health care, nursing homes, residential care, schools, colleges, health clubs, veterinarians and pet services. Over 1,000,000 providers
- Resources for college, school planning and adoption
- Behavioral health content developed exclusively for Horizon by the Department of Psychiatry of the University of Pennsylvania
- Over 3,000 proprietary dependent-care topic sheets, health-related articles, and reference links
- Ten-thousands of links to drill down within specific topics
- Extensive library of text and video content including health, medical, and lifestyle
- Personalized health assessments and action plans
- Healthy living tips of the day
- Online Concierge and Convenience services including Household, Dining, Travel, Tourist & City, Entertainment, Sports & Recreation, and Shopping. Also includes Most Frequently Asked Questions for major metropolitan areas

First time users need only log on to <http://www.horizoncarelink.com>

Login ID/Company Code: horizon

Password: guest

Organization Services

Management Resource Consultation and Referrals

When West Virginia Department of Environmental Protection's managers and supervisors need assistance, they should not have to wait for help. For this reason, we have set up a menu of programs that will help your managers deal with anything from problem employees to organization crises. Supervisors and HR staff can reach a Master's-level clinician with specialized training in workplace dynamics 24 hours a day, 365 days a year, through the same Member Advocate toll-free line.

Management Resource Consultants (MRCs)

Horizon Management Resource Consultants (MRCs) are licensed clinicians who specialize in Management Referrals, the assisting and coaching of managers and supervisors who need to refer employees to their EAP benefits. They must possess the minimum of a master's degree, have at least three years of post-graduate experience, and receive specialized training in the delivery of workplace/organizational consultations and organizational dynamics. MRCs have specific training and experience in the Management Referral process to help both your managers and employees with problems such as substance abuse, job performance, and other issues.

Horizon's MRCs average six years of experience dealing with a combination of management and clinical behavioral health. It is a combination of skills and experience that your managers and supervisors can access 24 hours a day, 365 days a year.

Building an Organization Profile

During the implementation process, your dedicated Account Manager will review referral information with your designated representative. Your Account Manager will also collect information regarding your organization's substance abuse policy and any interface procedures with the HorizonCare program. Additionally, your Account Manager will verify which individuals can make referrals and receive feedback (human resources personnel, medical review officers, supervisors, managers, or others specified by the Department.).

Program Consultation

To help your managers introduce the HorizonCare program to their respective departments and ensure that all services are being delivered with strict attention to quality, your dedicated Account Manager will assist with implementing your program, reviewing utilization reports, and handling program satisfaction issues.

[Company Name]'s dedicated Account Manager will work with all departments within your organization to positively impact the return on your EAP-investment dollars.

As a result of this hands-on approach, your Account Manager will be prepared to make suggestions on updating and customizing your benefit program to meet your employees' needs, while maximizing your return on investment. Furthermore, by analyzing your organization's specific statistics against our national database, your Account Manager can show you where your benefits rank in comparison to the rest of the industry.

Program Consultation affords you the following benefits:

- Retention of employees
- Increased ability to attract new employees
- More time for managers to handle primary responsibilities
- Better match of benefits to needs
- More productive employees

Policy Consultation

Management Resource Consultants are always available and ready to assist [Company Name]'s managers and administrators with policy consultation.

With ever-changing government regulations, guidelines, and restrictions, it is extremely difficult and time-consuming to maintain corporate policies. When you partner with Horizon, we provide consultation on government specifications as part of our Policy Consultation service.

Our Management Resource Consultants, Account Managers, and Training Consultants stay abreast of all the latest governmental regulations. They also have a broad base of knowledge to help formulate and update our customer's various corporate policies. Our staff members can consult on the following types of policies, among others:

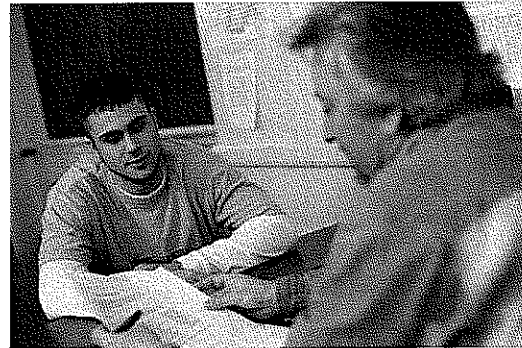
- Drug Free workplace
- Violence free workplace
- Sexual Harassment

Management Referral

When an EAP referral is needed, your referring representative has access to a team of behavioral risk specialists able to consult on these difficult issues. A possible solution could be making a "Management Referral" to the EAP. The MRC will coach the referring representative on how to speak with the employee to make the referral. They will also email the manager a "Management Referral Form" that is also a HIPAA release so once signed, the manager can receive immediate "compliance" updates. The employee should be advised of the performance issue(s) that precipitated the organization-management referral and how to call the Management Referral Unit at Horizon and identify him or herself. Upon receipt of the call, an MRC will provide an emergency assessment, if needed. The MRC will locate the most suitably qualified provider, make the necessary referral to a network provider, and explain how the case will be followed. In most cases, the MRC will recommend that the employee have an appointment with a local provider within 48 hours of the employee's call.

Follow-Up

For effective monitoring, Horizon follows up the EAP provider to obtain feedback on the process. They then keep the referring representative updated on a regular basis as to the employee's compliance. In addition, Horizon facilitates any additional services that may be needed.



Feedback to Referring Representatives

Upon receiving the "Management Referral Form" from the organization and employee, the MRC will provide feedback to the manager regarding:

- Adherence to treatment plan;
- Progress; and
- Evaluation of the employee's ability to safely perform his or her job.

Feedback will not include:

- Personal information regarding the employee's marital problems, health problems, family history, etc., or
- Restrictions on your organization's prerogatives for dealing with the employee. (The Management Referral process does not remove any of your organization's rights to discipline the employee.)

If the "Management Referral Form" is not completed in the employer office, the employee is encouraged to sign a *Release of Information* form in the

provider's office. If no release is signed, the MRC may reveal nothing to the referring representative other than the employee's refusal to sign the form. The referring representative may proceed with the appropriate disciplinary action when the employee's performance warrants such action.

Critical Incident Stress Debriefings

No organization is immune to an unexpected crisis: the death of a key employee, a natural disaster, robbery. These critical incidents impact an entire organization, trigger a range of emotions in employees, and impede productivity and workforce morale. Without proper support and resources, the damage can be extensive.

Each member of Horizon's MRC team is available to consult, coordinate, and deliver quality support for companies faced with distressing workplace event through your toll-free Member Advocate line 24 hours a day, 365 days a year.

Service includes immediate management support, rapid response capacity, and useful educational material when the event occurs. Horizon can further assist in developing proactive plans to better decrease the risk when tragedy strikes. Average response time varies depending on the need of the organization and clinical appropriateness, from 2-3 hours of the call to 24-72 hours.

Each incident is customized and adapted to the needs of the employer. Goals include retaining employees, improving performance, and decreasing Short-term and Long-term disability costs. Horizon's customized approach to critical incidents meets the needs of all organizations, minimizing the damage and returning employees to previous levels of productivity as soon as possible.

Levels of Response to Critical Incidents

Crisis Management: Begins with a Management Consultation and recommends the best practice approach in dealing with the event. Handouts used to support management and employees are sent to the organization following the consult.

CISD: The main objective of CISD is to mitigate the impact of a critical incident and accelerate the return of personnel to routine functions after the incident.



There are three types of Critical Incidents generally conducted in group settings

- 1) **Defusing-** 1 hour short unstructured debriefing immediately after the traumatic event. Defusing encourages a brief discussion of the events to reduce stress. Only employees most affected are involved in defusing.
- 2) **Debriefings are 2-3 hours.** This process is a psycho-educational group discussion used to mitigate the impact of a trauma in the work place. It follows a carefully designed structure (7 phases- introduction, confidentiality, fact, thought, reaction, symptom education, teaching, re-entry) to reduce stress. Participants are encouraged to talk, but do not need to.
- 3) **Resiliency De-briefing 2-3 hours** may be more appropriate in most trauma situations. The emphasis is on utilizing the affected employee's strengths and coping skills and not discussion of the particular trauma.

These can also be conducted on-site through individual sessions with employees

Evidence-based best practices - Support services that are typically done in a group setting acknowledging the strengths of the employees, recognizes discomfort and complexity of stress reactions, educates and normalizes traumatic stress reactions, identifies "red flag" and healthy coping mechanisms, and encourages use of the Employee Assistance Program throughout the healing process.

One-on-one Crisis Intervention – Telephone or face-to-face counseling with an Employee Assistance Program counselor to discuss the impact of the incident on the individual, provide stabilization, discuss self-care/resources and plan for the immediate future.

Time lines in Deployment of Specialist(s)

- Typically, **Critical** Incident Stress Debriefings are more effective if done **1-3 days** after a catastrophic or traumatic event.
- **However, special circumstances require immediate on-site counseling.** In these situations, Horizon's Management Resource Consultants can deploy our critical incident specialist(s) **within 2-5 hours of the initial call.**

Our MRC will recommend best practices to your organization representative but ultimately your representative will decide the necessary response time and Horizon will deliver services within that time frame (*as long as it clinically appropriate*).

Management Resource Consultants also can provide assistance with:

- **Traumatic incident affecting a group of employees.** Depending on the nature of the incident, a debriefing may be recommended to address the emotional component of reactions to traumatic incidents. These meetings typically take place at the workplace and are facilitated by EAP staff. The meetings have the goal of helping employees to feel more in control, make conscious decisions about their response, and develop healthy methods of coping with the trauma.
- **Employee in crisis in the workplace.** This intervention would include the facilitation of a private telephone assessment with the employee, information gathering from the manager, and initiating discussion with all parties on the most appropriate way to ensure the safety of the workplace and the employee.
- **Workplace Violence Concerns.** EAP can assist in assessing the potentially violent situation and create a plan with the workplace to ensure the safety of all those involved.
- **D.O.T. Issues.** Our Management Resource Consultation Team also includes D.O.T. specialists to consult on Department of Transportation issues.
- **Drug/Alcohol issues.** Within Horizon's MRC Team are specialists trained in substance abuse assessment. They are available to consult and case manage your employee with alcohol or drug issues and/or whoever violated your organization policy.
- **Reduction in Force.** On-site counseling and community resources are offered for affected employees, remaining employees, and managers coordinating the plan.
- **Resource Library.** A reference library is available which includes articles on current employment issues such as ADA, sexual harassment, threat of violence, substance abuse. Articles can be faxed or mailed to you.

HorizonCare Staffing

Experience and Qualifications

Horizon customized solutions are expertly managed by qualified professionals. Our ultimate goal is to build the right program. To ensure publicity and awareness, Horizon will work with your organization's Human Resources staff to plan a comprehensive communications roll out. For the consideration of the Department of Environmental Protection, a **Provider Map for West Virginia** is included with this proposal as **Exhibit D**; Horizon has greater than six (6) Psychologists available in West Virginia.

Our Staff Supporting Yours

West Virginia's Department of Environmental Protection's Account Manager Taiesha Pullam will contribute her Account Management and Behavioral Health expertise by reviewing utilization reports, discussing program satisfaction and exploring new ways to maximize the effectiveness of the Department's HorizonCare EAP. A **Sample Utilization Report** is included with this proposal as **Exhibit C**.

Taiesha Pullam, LMSW ***Account Manager***

Taiesha Pullam, Account Manager with Horizon Health EAP Services, is responsible for ensuring clients with employee populations ranging from 10 to 1,000 all receive first-class service and care with the HorizonCare Employee Assistance Program.

Ms. Pullam started as a Member Advocate III in the Care Center. In time she was promoted to Supervisor, which included responsibilities such as interviewing, hiring and training employees, assigning and directing work, appraising performance, addressing complaints, and resolving problems.

After a transition to an Account Management role in 2007, Ms. Pullam's responsibilities include acting as liaison between Horizon and the client, maintaining open communications with client representatives, reviewing utilization and account status, supplying requested materials, overseeing resolution of critical incidents, as well as monitoring internal communications with Horizon staff.

Ms. Pullam received her Bachelors of Science Degree in Psychology from Louisiana Tech University and her Masters of Social Work from Louisiana State University. She is a Licensed Master Social Worker (LMSW).

***Kevin Meehan, M.S.W., M.P.A., CEAP
Director of Account Management, East***

Kevin J. Meehan has implemented a number of quality and team-building initiatives in his career with Horizon. His most recent contributions include a mentoring program for Account Managers, streamlined policies and procedures, and improved overall communications among the team nationwide. Mr. Meehan is a Licensed Clinical Social Worker in both Ohio and West Virginia. Of his 29 years of professional experience, a majority of his time has been in the field of mental health, EAP, and psychiatric hospital management.

Mr. Meehan has spent the past 12 years in account management and is an expert on benefits, human resources, implementing EAP and behavioral healthcare programs, and contract services. Because his experience is highly regarded throughout the Horizon organization, Mr. Meehan provides regular consultation in a number of areas, including Network Services, Quality Improvement, Customer Reporting, Clinical Services, Managed Behavioral Healthcare, and Medical Services.

Mr. Meehan completed his undergraduate degree in Social Work at the State University of New York at Brockport, and earned graduate degrees in Public Administration and Social Work from West Virginia University.

***Angela Wyrick, M.Ed Counseling, LPC
Vice President of Account Management***

Angela Wyrick is responsible for account management strategy, oversight, and service delivery. Her leadership and wide range of behavioral health experience provided important direction during the 2005 implementation of the ASIST Outcome Measurement System designed for Horizon. ASIST demonstrated a 44% reduction in absenteeism, a 35% reduction in substance abuse healthcare costs, and a 30% lower member turnover rate.

Ms. Wyrick's skills in management and team building again were demonstrated in 2006, as Horizon received national recognition for its CRM system, HorizonCareLink. Horizon received the Oracle® PartnerNetwork North America Titan Award due to the CRM system's broadened and simplified Internet utilities and improved clinical service.

Ms. Wyrick holds a Bachelors degree in psychology from Armstrong State College and a Masters degree in Counseling from Georgia Southern University. She has served as a licensed counselor for 12 years and is certified in Critical Incident Stress Debriefings (CISDs).

Her specialized Substance Abuse training also enables her to complete court-ordered Substance Abuse Evaluations. Ms. Wyrick has specialized training in the treatment of Post Traumatic Stress Disorder (PTSD) and sexual abuse issues with children and adults.

***Cal Paries, Dr.Ph, LMFT, CEAP, SAP
Vice President of Management Resources***

Dr. Paries oversees Horizon's dedicated team of Management Resource Consultants (MRC). His team provides organizational support for critical incidents, Department of Transportation (DOT) Regulations, Nuclear Regulatory Commission Regulations (NRC), coaching, management consultation, management referrals, Fitness-for-Duty evaluations and Substance Abuse referrals.

Dr. Paries has been in the Employee Assistance Program (EAP) field for over 17 years, with 10 years as a Substance Abuse Professional (SAP). He has functioned as both a clinician and an administrator. He has also assisted in attracting and implementing several Fortune 500 companies with Horizon's EAP model. He has presented at the: Tennessee State Joint Human Resources Conference; Tennessee Public Risk Management Association (TnPRIMA) Conference; North Georgia DARE Conference; and Loma Linda University Medical School, Grand Rounds-California on topics ranging from workplace violence, stress management, substance abuse, to EAP integration with municipalities.

Dr. Paries received his doctorate in Occupational Health focusing on Employee Assistance Programs from the University of Texas. He is a Licensed Marriage and Family Therapist in Colorado, a Certified Employee Assistance Professional (CEAP) and a Substance Abuse Professional (SAP).

***John Tucker, MSSW
Vice President of Contract Development***

Before John Tucker began his roles with Horizon Health, he provided services in the mental health field, including psychiatric and substance abuse treatment as well as the design and implementation of employee assistance and workforce readiness programs. As Vice President of Contract Development, he is responsible for strategy, oversight, and new contract development for Horizon.

Mr. Tucker's responsibilities include the design of new communication strategies, marketing initiatives and organization platforms. He is part of the Executive Team who have reduced administrative costs and increased customer response integration between Account Management and Clinical Operations Teams utilizing Horizon's new CRM system.

Mr. Tucker also contributes to the Quality Assurance Committee, which evaluates, designs, and implements performance improvement initiatives related to the delivery of client care and service.

Mr. Tucker holds a Masters degree in Social Work and a Bachelors degree in Psychology, both achieved at the University of Tennessee, Knoxville.

Privacy with HorizonCare

For Member Confidence

We recognize that our continued successful function is dependent upon our members' ability to rely on Horizon to hold their Protected Health Information (PHI) in complete confidence. Accordingly, Horizon has gone to great lengths to protect and safeguard the PHI our members willingly entrust each and every time they contact us for a purpose related to behavioral health or EAP services.

Because Horizon is a covered entity under the Health Information Portability and Accountability Act's (HIPAA's) Privacy Rule we provide Notice of our Privacy Practices. Horizon takes great care to comply with the Privacy Rule's (Rule) mandates, as well as with any other applicable state or federal confidentiality law.

In general, Horizon requires the submission of an authorization that complies with all aspects of the Rule's requirements in order to release PHI, unless the release is for treatment, payment, or healthcare operations; is excepted by the Rule; or required by other state or federal law. Required information includes the signature of the person authorizing the release, the name of the person or organization to which the information is to be released, the specific information the member is permitting to be released, and the purpose of the disclosure.

Horizon, of course, fully complies with court-ordered release of PHI and with all legal measures that require PHI release for safety reasons.

A Trustworthy Referral Process

All communication regarding an employee after referral to the EAP is subject to what will be disclosed in the Release of Information. Typically, the manager will receive information regarding the employee's attendance, recommendations, and compliance. The MRC will also predetermine with the manager the frequency of feedback on their employee's compliance.

Horizon believes that follow-up is a critical piece of management referrals; the employee's job description or sensitivity of the case will dictate the intensity and frequency of the follow up schedule between the manager and the MRC.

Our Management Resource Consultants support and consult with managers, providing recommendations and a wide array of options. Our goal is to offer support tools that will help managers make better decisions and improve workplace productivity.

Behind the Scenes: Receiving Member Feedback

To ensure that we meet the needs of all our customers and members, we have designed measures that allow us to gauge member and customer feedback on a variety of service components without compromising confidentiality. The following describes the surveys we use to measure performance.

Member Satisfaction Surveys

Horizon demonstrates our commitment to service excellence by measuring member satisfaction using nationally approved instruments. Our process is uniquely designed to ensure the receipt of accurate information. We believe that the continuous monitoring of our members' satisfaction with the HorizonCare program and its services is critical to maintaining a viable and dynamic Employee Assistance Program.

Every member who completes a telephone intake and is referred for treatment receives a survey in the mail approximately two months after the initial call. The only exceptions are members who request that no mail be sent to their homes, management referrals, and members under the age of 16. Horizon Health's overall response rate for 2005 was 18 percent. Overall satisfaction with services was 92.2 percent. All comments and suggestions are systematically analyzed to determine possible changes in current procedures or in services offered.

Horizon's Director of Quality Improvement reviews any negative feedback and member concerns in consultation with other Horizon staff members (as appropriate). Horizon will then develop an action plan to address each complaint. Horizon's Clinical Services staff will also review survey results to determine if further action is needed. Horizon presents survey results to customers as part of their annual customer report.

Management Referral Survey

We monitor our Management Referral Process by sending the referring representative a survey upon completion of the referred employee's assessment and treatment. Horizon monitors both the customer representative's and the employee's levels of satisfaction to ensure both parties received the benefits and attention they expected. The survey reflects the referred employee's assessment of treatment, the employer and employee's satisfaction with the process, and the degree to which referral goals were achieved.

Our quality management procedures also provide for the auditing of Management Referral computer records and charts. This enables us to guarantee compliance with confidentiality procedures while ensuring that the highest quality of care management and clinical services are being delivered to our customers and individual members.

Training Seminars

Training seminars conclude with the distribution of evaluation forms for completion by all participants. Both the training content and training delivery are evaluated. We also ask for suggestions on improving our seminars and adding other topics. This allows us to constantly update our training programs to meet the changing needs of our clients.

Additional Services

Telephonic WorkLife Reference and Referral

WorkLife Counselors are available 24 hours a day, 365 days a year via our toll-free Member Advocate Line. When members call, they are connected directly via warm transfer to a WorkLife Counselor. Members can thus receive immediate, one-on-one assistance from our WorkLife Counselors. In addition, members may also seek assistance on their own via Horizon's confidential and proprietary Web site, HorizonCareLink™.

Who Are Our "WorkLife Counselors"?

Our WorkLife Counselors are uniquely poised to respond to your employees' dependent care needs based on their outstanding educational credentials and professional experience.

At a minimum, a Counselor must have a Bachelor's degree in the field of early childhood development, geriatrics, education, social work, developmental disabilities, counseling or social services. Many Counselors have a Master's degree in their field and licensing in social work. In addition, counselors have at least three years of experience in a child, elder and/or other counseling field.

Many Counselors are also certified as Geriatric Care Managers and belong to the Professional Association for Geriatric Care Managers. Professional experience covers a broad range including work as a child care provider, elder care case manager or social services counselor.

All Counselors are highly skilled listeners who provide individualized, detailed intake interviews. Each Counselor is also familiar with a wide range of care resources and is adept at conducting customized searches for the best possible solutions for work-life problems. **WorkLife** Counselors have the capability of communicating with members in English, Spanish, and other languages.

Calling & Identifying Providers

WorkLife Counselors do all the legwork for the member. They call every prospective provider to verify the currency and accuracy of the contact and regulation data. They find out whether or not the provider offers services that meet the needs of the member, and whether there is an opening when the member needs it.

The process of identifying providers includes these steps:

- Counselors consult our own proprietary national database of more than one million regulated dependent care providers.
- Counselors call prospective providers to see if they match the member's needs, and have an opening.
- In every case, providers must be licensed, certified, or regulated in their state. When a WorkLife Counselor calls a provider, it is always a priority to ask if the license, certification, or other regulation status is up-to-date.
- In every case, a referral is only made if the WorkLife Counselor can contact the provider first to pre-qualify the provider as licensed, matching member's requirements, and having an opening in the member's time frame.

The "Provider Profile"

The WorkLife Provider Profile is a comprehensive summary of the provider's services and features. Each profile is one page in length, and contains information about the provider organized in a uniform, easy-to-read format. Each profile specifies the name of the provider, service(s) provided, location, phone number, price, provider training, staff to child/elder ratio, health and safety information, availability of service, and other essentials. Any details requested by the member, and not covered in the body of the profile, are added at the bottom of the page under the category of "Comments."

Customized Solutions and Resources

The Counselor calls providers, facilities and agencies in order to find appropriate referrals with openings when the member needs it. Finding appropriate referrals can take 50 or more phone calls that the Counselor – not the member – makes.

Once providers are identified, the WorkLife Counselor calls the member back with confirmed referrals. As per the member's needs, the Counselor will mail, and also fax or email the provider profiles. Counselors can also read and explain the referrals over the phone.

The Counselor always emphasizes that, after receiving the profiles and referral packet, the member is encouraged to call the Counselor back as needed to clarify and discuss the referrals and care issues. Again, there is never a fee for our consultation or referral services.

A Complete "Referral Packet"

Every member who receives referrals from a WorkLife Counselor gets a complete Referral Packet, which includes:

- **Provider Profiles** - Every packet contains the customized profiles of the regulated providers who meet the member's needs, and having an opening.
- **For Child Care Cases: An Overview of Child Care Regulation** - Every packet contains an overview of provider guidelines. This page explains regulation, minimum standards, staff-to-child ratios, health requirements, and staff training.
- **For Child Care Cases: State Child Care Regulation Sheet** - This is a sheet detailing provider regulations for the member's own state, to help the member better assess potential providers.
- **Educational WorkLife Notes** - Notes are educational topic sheets focusing on family, caregiving, and other work-life issues and concerns. They are developed and written by WorkLife's Communications Department, drawing on authoritative sources of data in the area. Notes are grouped into categories that include:
 - Starting a Family
 - Parenting
 - Child Health and Safety
 - Adoption
 - School-Aged Children
 - Adult Caregiving
 - Medicare and Social Security
 - Financial and Legal Basics

Work-Life's Finishing Touches

Two weeks after our Counselor has mailed the Referral Packet and any other material requested by the member, the Counselor places a follow-up phone call. It is likely that the Counselor and member have been in contact between the mailing of the Referral Packet and the standard follow-up date. However, the Counselor always calls the member at the two-week mark to be certain that:

- All materials were received and understood.
- A decision about care has been reached.

If no decision has been reached, our Counselor offers further consultation and/or referral services if the member needs more help.

Customized Wellness Packages



Healthier employees often lead to a healthier bottom line. As the most clinically sound Employee Assistance Program in the marketplace, Horizon's customized wellness plans provide an improved quality of life for workers and a higher Return on Investment for employers.

Studies have shown that for every dollar invested by employers in workplace health promotion/wellness programs, savings average \$3.14³ for every dollar spent. A workplace wellness literature review posted in *Health Promotion Practitioner Journal* found that workplace wellness led to a:

- 28.3% reduction in sick leave (19 studies)
- Greater than 5 to 1 return on investment (16 studies)
- 26 % reduction in medical costs (23 studies)
- 30% reduction in direct medical and workers' claims (4 studies)

In combination with Horizon's EAP and WorkLife services, wellness plans provide opportunities to identify and refer members with high-risk conditions such as diabetes, poor weight management, and smoking to easily accessible assistance. Meeting these needs increases Return on Investment by reducing absenteeism, lowering healthcare expenditures, decreasing employee turnover, and increasing productivity.

Contact your Account Manager to find out how your organization and your most important asset – your employees – can benefit from Horizon's wellness programs.

³ US Department of Health & Human Services, 2003

Option One: RN Health Coaching

Change is not easy. If it were, most of us would be wearing clothes a size smaller and walking up stairs much more quickly rather than taking the elevator.

An RN Health Coach provides employees and household members with a change agent who can assist in taking reasonable steps toward better health that can improve the rest of their lives. Together, the coach and employee review the employee's past preventive health and wellness experiences and preferences, summarizing what the employee hopes to accomplish. An action plan to reach the goal is created, and the health coach assists in meeting that goal by providing encouragement, information, and additional resources.



Scope of Work/Terms

- Utilization limited to a maximum 1% of the covered population. Additional enrollment in excess of 1% utilization is billable at the case-rate of \$127
- Enrollment will be facilitated through a link contained within the Horizon member site.
- Member(s) will access the enrollment link and schedule an appointment using the online tool.
- Member will select from a menu of available coaching topics; specifically, these are:
 - Pregnancy
 - Weight control
 - Smoking cessation
 - Pain management
 - High cholesterol
 - Topic-of-the-month⁴
- Member will receive an e-mail confirmation 48 hours in advance of their scheduled appointment.
- During the initial coaching session, the RN Coach will interview and assess the member and offer crisis intervention, helpful tips and educational materials (by mail or e-mail). Discussion is limited in

⁴ Topic-of-the-month is coordinated in advance with Horizon, using a 12-month calendar. 9 months of the year, HCS will support the health communication campaign by providing supportive coaching relevant to the Horizon web health communication topic. Horizon will provide coaching for the remaining 3 months.

scope to the topic that was requested by the member. Frequency of future coaching sessions is determined by the outcome of the initial assessment and in most cases is completed within a 4-week period.

- The RN Coach will direct the member to plan-specific resources and community-based resources when applicable.

Option Two: RN Health Coaching PLUS

Coaching plus 24-hour RN Staffed Medical Information Helpline

Visits to a doctor's office are costly to the employee and your organization. Doctor appointments occur most often during the workweek and during the workday. This means that employees spend time away from work and often use paid time off (sick time) to attend these appointments. Visits to a doctor's office result in increased claims costs, increased utilization of sick time, and lost productivity. At the same time, associates have to pay out-of-pocket expenses for co-pays and use the sick time they may need in the future.

By having a medical professional available to answer your associate's questions and concerns, your organization can reduce the number of visits made to general practitioners, thereby reducing the number of costly medical claims, decreasing your associates' out-of-pocket expenses, decreasing paid time off, and increasing productivity.

Scope of Work/Terms

All terms included within the RN Health Coach description, above will apply to this AND in addition,

- HCS will provide a toll-free number to be included on the Horizon website. This number will be staffed 24/7 with RN's who are available to respond to health-related inquiries.
- Information will be provided by phone, mail and/or Internet depending on the nature of the call.
- The RN will direct the member to plan-specific resources and community-based resources when applicable.
- Follow up by the RN Medical Information Helpline is limited to validating patient safety. Selected situations meeting specific guidelines will in some instances be directed to the Health Coach for additional actions as outlined within the Health Coach scope-of-work definition.

Option Three: Comprehensive Maternity Management

As a stand-alone or in addition to Options One or Two above

Mothers enrolled in MaterniCare substantially decrease their chances for complications during pregnancy and delivery, saving them from the stress and anxiety associated with a premature birth and reducing costs to health plans.

The program delivers education and support necessary to promote a healthy pregnancy and has demonstrated the following savings to clients since 1984:

- Decreased occurrences of premature/low birth infants
- Reduced C-section rates
- Lower pregnancy-related complications
- Elimination of unnecessary testing



Scope of Work/Terms

- Members self-enroll using a toll-free number that is published on the Horizon website.
- HCS provides 24/7 professional staffing by Registered Nurses.
- Four customized mailings with multilingual capabilities.
- One-on-one RN-patient relationship that extends throughout the pregnancy and newborn period.
- High-Risk indicators evaluated at critical intervals throughout each pregnancy.
- Supplemental Internet resources with a customized website for each individual.
- Ongoing communications with expectant mothers and providers.
- Seven scheduled proactive calls to each participant from her personal MaterniCare Counselor.

Pricing

The HorizonCare Program for The West Virginia Department of Environmental Protection 825 employees	Price Per Year
1-3-Session HorizonCare™ —Consultation and resource services with up to three face-to-face assessment and brief counseling sessions	\$11,286
1-5-Session HorizonCare™ —Consultation and resource services with up to five face-to-face assessment and brief counseling sessions	\$14,256
1-6-Session HorizonCare™ —Consultation and resource services with up to six face-to-face assessment and brief counseling sessions	\$14,652
1-8-Session HorizonCare™ —Consultation and resource services with up to eight face-to-face assessment and brief counseling sessions	\$16,335
Included Service Enhancements	
<p style="text-align: center;">Unlimited Crisis Incident Stress Debriefings (CISDs)</p> <p>Customized and designed to meet organizational and individual needs of to minimize damage and return people to previous levels of productivity as soon as possible.</p>	
<p style="text-align: center;">On-Line WorkLife</p> <p>Web access to information and resources to assist with childcare, home health care, assisted living facilities, schools, colleges, health clubs, pet services and more.</p>	
<p style="text-align: center;">Legal and Financial Consultation</p> <p>Unlimited telephonic consultation with legal and financial professionals or an initial 30-minute face-to-face consultation with in-state legal professionals. (If the member retains the legal professional, an additional 25% discount is available.).</p>	
<p style="text-align: center;">These models include a pool of twelve (12) on-site hours that can be used for training and seminars. Additional hours are available on a Fee for Service basis.</p>	
Optional Services for The Department	Price Per Year
<p>WorkLife Resource Program Counselors—This service provides 24-hour-a-day, seven-days-a-week telephonic access to counselors who do the legwork for members, locating childcare, home health care, assisted living facilities, schools, colleges, health clubs, and pet services.</p>	\$1,188

Fee-for-Service Rates	
Additional Workplace Training— Employee Orientation, Manager Training and Workplace Seminars.	\$895.00 per full day \$495.00 per half day \$275.00 per hour (plus travel and expenses, if applicable)

Rates include the following pricing assumptions:

- A 36-month rate guarantee; a one-year minimum contract
- CISDs are limited to 20 hours per incident
- Sessions counted on a per issue basis rather than a per year basis (Dependent on the model purchased, members have access to as many as three, five, six or eight face-to-face counseling sessions per issue per year—not three, five, six or eight total sessions per annum.)
- Rates good for 90 days

Note: This proposal and the information contained are proprietary, and as such, the property of Horizon Health Corporation. Any use of this information outside of the specific intent of this sales proposal is prohibited.

Exhibits

	Tab
Trainings And Workshops	A
Sample Communication Materials	B
Sample Utilization Report	C
Provider Map (West Virginia).....	D

Exhibit A – Workplace Trainings and Seminars

2008 AVAILABLE TRAININGS

Training – Getting Acquainted with HorizonCare EAP (30-60 minutes) 1

- EAP Employee Orientations 1
- EAP Supervisor Orientations 1
- Critical Incident Debriefing 1

EAP Workplace Seminars (1-2 hrs.) 1

- Behavior-Based Interviewing 1
- Boundaries in the Workplace 1
- Coping with Organizational Change 2
- Coping with Shift Work..... 2
- Creative Skills for Dealing with Job Burnout..... 2
- Dealing with Difficult People..... 2
- “E-Etiquette”: The Everyday Courtesies of Email Communication * 2
- Effective Communication at Work..... 2
- Excellence in Customer Service 3
- Generational Differences in the Workplace 3
- Leadership 3
- Mentoring Through Coaching 3
- Negativity in the Workplace 3
- Professionalism in the Workplace..... 3
- Recognizing and Motivating Employees..... 4
- Respect in the Workplace..... 4
- Teams at Work 4
- Transforming Conflict into Collaboration 4

EAP Personal Improvement Seminars (1-2 hrs.) 4

- Are You Emotionally Prepared for Retirement?..... 4
- Assertiveness 4
- The Balancing Act..... 5
- Battling the Blues 5
- Building Self-Esteem 5

Changing for Good	5
Coping with Grief and Loss	5
Dealing Effectively with Change	5
Dealing With Anger.....	6
Dealing With Road Rage	6
Eating Disorders.....	6
Fatigue.....	6
Fitness and Nutrition.....	6
Goal Setting for Life and Work.....	6
Healthy Living Tips.....	7
Interpersonal Communication Skills.....	7
Keys to Successful Aging *	7
Money Management	7
Skills to Help You Cope During A Crisis	7
Slowing Down to Enjoy the Holiday Season.....	7
Smoking Cessation	7
Stress Management.....	8
Stress Management and Achieving Balance at Work and Home.....	8
Taking Sleep Seriously	8
Time Management.....	8
Parenting & Family Life Seminars (1-2 hrs.)	8
College Planning/The Parent’s Role in the College Application Process *	8
Communicating with Teenagers *	8
Grandparents & Adult Children: Exploring the Joys & Challenges *	9
Parenting Skills.....	9
Positive Parenting *	9
Selecting Child Care *	9
Talking to Your Kids About Drugs and Alcohol.....	9
Talking with Kids about War	9
Elder Care Seminars (1-2 hrs.)	10
Elder Care.....	10
Elder Care - Where Do I Begin? *	10

Financing Elder Care *	10
Improving Communication with Elderly Parents & Relatives *	10
Perspectives on Disability: In the Workplace & Community *	10
Taking Care of Yourself as Caregiver *	10
Understanding Medicare *	10
EAP Compliance Trainings (1-2 hrs.)	11
Department of Transportation Drug/Alcohol Awareness: (2 hours)	11
Diversity in the Workplace	11
Drug Free Workplace	11
Sexual Harassment for Employees (2 Hours)	11
Sexual Harassment for Supervisors (2 Hours- Mandatory in CA, CT, and ME)	12
Violence in the Workplace	12
Legal Seminars (1 hour)	12
Estate Planning/Wills/Trusts*	12
Legal Issues for Older Relatives (Or Disabled Family Members) *	12
Powers of Attorney/Advanced Directives ("Living-Wills") *	13
Financial Seminars (1 hour)	13
Adjusting to Your Adjustable Mortgage*	13
Getting and Keeping Good Credit*	13
Home Buying Strategies*	13
Identify Theft: Prevention & Resolution*	14
Life Stages Retirement Planning*	14
Making Your Money Work for You *	14
Roadmap to Retirement *	14
Tips for a Tax Smart Future *	15
Understanding Health Savings Accounts (HSA's) *	15
Understanding Wall Street *	15
Customized Training –Offered by Marks, Sanders, & Associated (vary in length)	15
(These are offered outside of your contract benefit for additional fees)	
Dealing With Toxic People	16
Human Diversity: Managing Differences	16

Interviewing and Hiring Strategies 16

Introduction to Managing Conflict in the Workplace 16

Introduction to Managing Team Performance 16

Maintaining a Respectful Workplace 16

Managing Change and Transition 17

Managing Employee Performance 17

Managing Your Time and Priorities 17

Meeting Management 17

Progressive Discipline and Termination 17

Promoting Constructive Feedback 17

Regulatory Issues in Workforce Management 18

Stepping Up To Supervision 18

Understanding Your Behavioral Style 18

Understanding Your Leadership Style 18

**Contact your Account Manager for Scheduling and Costs associated
with Seminars.**

**Please provide a minimum of 30 days for requests and 45 days for
those marked with *.**

Getting Acquainted with HorizonCare EAP

EAP Employee Orientations

A 30-minute training for employees about the Horizon EAP benefits provided by their company. It will give details about who is eligible, how the process works, confidentiality, what types of problems are often helped and how to access this benefit. This can also be presented by webinar.

EAP Supervisor Orientations

A 45-minute training for supervisors about the Horizon EAP benefits provided by their company. It will give details about who is eligible, how the process works, confidentiality, what types of problems are often helped and how to access this benefit. It helps supervisors identify a troubled employee and walks them through the company's process of referring an employee to the EAP. This can also be presented by webinar.

Critical Incident Debriefing

This workshop describes what critical incident debriefing is and when and why companies would call in their EAP for this service. It takes managers through the steps of a debriefing and the benefits to employees and their companies when a trauma such as death, accidents, violence in the workplace, natural and man-made disasters occur and the impact it has on their staff's productivity.

EAP Workplace Seminars

Behavior-Based Interviewing

This style of interviewing was developed in the 1970's by industrial psychologists. Behavior based interviewing asserts "the most accurate predictor of future performance is past performance in a similar situation". This 1-2 hour workshop is based on the definitive text on this subject, "Behavior-Based Interviewing: Selecting the Right Person for the Job." Learn the skills and techniques used in effective behavior-based interviewing.

Boundaries in the Workplace

This seminar discusses the definition and purposes for boundaries in the workplace. Participants will review the different personality types who have difficulties setting and maintaining personal boundaries (avoiders, dominators, self-sacrificers) and ways to communicate with them.

Coping with Organizational Change

In today's organizations, change is the rule rather than the exception.

Reorganization, downsizing, mergers, takeovers, rapid growth, new technology, and a diverse workforce are among the major changes. These create more pressures and place more demands on employees at all levels. The purpose of this workshop is to highlight practical and proven methods for coping with organizational change. It will also emphasize that failure to effectively deal with the changes can bring even greater problems for the entire organization.

Coping with Shift Work

The unique demands of shift work affect employees personally and professionally by creating conflicts between balancing work and family, as well as impacting their productivity on the job. This workshop will focus on identifying resources to help create successful strategies to effectively respond to the demands of shift work.

Creative Skills for Dealing with Job Burnout

All employees face occasional periods of a loss of enthusiasm, motivation, or direction at work. Often these periods are transient and can be corrected by supervisory intervention. At other times, however, new skills may be required to break out of the burnout "rut". This workshop focuses on acquiring those new skills.

Dealing with Difficult People

Difficult people create problems for us. They make us feel angry, frustrated, and uncomfortable. Fortunately, the typical group contains less than 10% difficult people, but they create 50% of the problems in the group. This seminar will first explore our own defensive behaviors that might contribute to difficult situations. Then various types of difficult personality styles will be discussed along with why these individuals act the way they do. Finally, suggestions will be offered for dealing with each difficult type of individual as well as essential communication skills that will increase personal power.

"E-Etiquette": The Everyday Courtesies of Email Communication *

Communicating effectively face-to-face is hard; communicating effectively by email is even harder. This workshop will explore the challenges of getting your message across online and provide helpful hints for email communication. Participants will be encouraged to share their own experiences with email.

Effective Communication at Work

Review of the different types of communication used in the workplace and suggestions on how to be effective in each form. It includes: face-to-face communication, meetings, written, electronic (email), and telephone (voicemail). It will cover the benefits and challenges for each type and offer practical dos and don'ts to communicating at work.

Excellence in Customer Service

Customer Service often comes down to one person doing something for another person. One study concluded that when companies lose customers to their competition, 67% of the time this happens because of one incident with one person. Every contact contributes to customers' impressions of your company. Individual communication skills contribute significantly to those impressions. This workshop reviews the different methods of delivering good customer service to your external and internal customers.

Generational Differences in the Workplace

Generational differences in the workplace can impact recruiting, team building, dealing with change, motivation, and productivity. This seminar will review generational lifestyles and workplace characteristics. Participants will learn strategies to effectively communicate across the generations.

Leadership

To manage or to lead? The first critical question to ask yourself when you become a supervisor is whether you are going to manage the people who report to you or lead them. Since leadership can be learned, this workshop presents values and behaviors that help develop good leadership skills. It also debunks some myths concerning leadership.

Mentoring Through Coaching

A mentor's role is to match the interest and talents of the person he or she is mentoring with the organization's needs and development opportunities. This presentation will help you identify the principles that have made you successful and help the person you are mentoring put those principles to use in the context of his or her skills, personality, and goals.

Negativity in the Workplace

This workshop helps supervisors and managers combat negativity in their work environments. It looks for the reasons behind the negative behaviors of employees. It provides a five-pronged approach to address these issues. It also offers techniques and coping mechanisms for dealing with negative employees.

Professionalism in the Workplace

This workshop reviews all the various aspects of looking and acting as a professional. It reviews such issues as first impressions, dress codes, table manners, shaking hands, and professional ways of communicating. It will offer recommendations for projecting these acquired skills while maintaining a genuine persona.

Recognizing and Motivating Employees

More than just making money motivates today's workforce. Companies need to be creative in the way they recognize and motivate their employees. This workshop discusses various types of formal and informal programs that can be initiated to recognize and motivate their teams.

Respect in the Workplace

This 1-2 hour workshop defines respect and disrespect. It illustrates respectful work behaviors including communication and active listening. There is a self-test on the level of respect in the employee's current work environment. This test will help raise awareness for employees and managers alike concerning this critical business issue.

Teams at Work

The 21st century workplace is moving towards management by teams. Teams are assigned to manage departments, divisions, and short-to-long term projects. Successful organizations realize the value of teamwork in the decision making process, the implementation phase, and the overall strategic planning process. It is not realistic to think we can live or work with others without some conflict, but by communicating about the differences and focusing on the common goals we can be successful. This workshop will provide an overview on the successful strategies used for creating productive and effective teams.

Transforming Conflict into Collaboration

This workshop teaches attendees the factors associated with conflict. They will learn appropriate guidelines and settings for healthy confronting and develop and apply effective techniques for addressing disagreements on the job.

EAP Personal Improvement Seminars

Are You Emotionally Prepared for Retirement?

Individuals spend a great deal of time and effort planning for their financial concerns associated with retirement. Have you considered the emotional impact this major life adjustment will have on employees and their families? This seminar is geared to employees 50 years and older and reviews the eight phases of retirement that begin long before you actually stop working. It can be offered to employees and their spouses as they contemplate this major step in life.

Assertiveness

If someone told you that you were assertive would you take it as a compliment or as a put down? This workshop describes what is and is not assertive behavior. It offers tips on how to be assertive. The training encourages audience participation in resolving three scenarios relating to how to be assertive.

The Balancing Act

This workshop guides participants through the signs and symptoms of being out of balance in employees' work and family lives. It offers techniques and handouts to access where employees are on maintaining healthy balance in their lives.

Battling the Blues

Depression is the most common emotional problem in the United States, with over 19 million Americans each year reporting a depressive episode. This seminar provides participants with information about the signs and symptoms of depression, as well as some common treatments. Whether participants are concerned about themselves or someone close to them, knowing what to do can assist them in coping at home or at work.

Building Self-Esteem

The key to healthy self-esteem is becoming aware of our personal strengths. It is important that we accept ourselves as worthy persons despite any real weaknesses we have. The way the world treats us is greatly influenced by the way we see ourselves. People can change how they view themselves without changing their basic personalities. This workshop will provide techniques that can be used to bring about positive changes to enhance the self-esteem of the individual.

Changing for Good

This two-hour training based on the book "Changing For Good", explores the six stages of change that successful self-changers, who conquer smoking, weight, alcohol and other problems, follow as a powerful, controllable, and predictable course. The six stages are precontemplation, contemplation, preparation, action, maintenance, and termination. This workshop will discuss why many people fail in other programs and why this method can increase success in lifestyle changes for good.

Coping with Grief and Loss

There are times in life when we all experience loss. The grief that accompanies this loss can be overwhelming. This seminar will help participants to understand the wide range of "normal" reactions to loss, identify ways of coping, and learn what resources are important to draw upon in times of healing.

Dealing Effectively with Change

This seminar will explore ways to effectively deal with change, whether it is on the job or in one's personal life. Participants will explore ways to stay anchored during rapid changes and explore personal reactions to change, as well as learning to deal with "what we can't control".

Dealing With Anger

All of us are prone to anger—we are not abnormal when we experience it. When we get mad, we can do or say something that we later regret. But anger can also be used to our advantage. It can energize our behavior, allow us to hang in and fight for a cause, and enable us to persevere during difficult situations. However, anger is not positive when it becomes unmanageable. There are constructive ways to handle anger. This seminar will address the different ways different people handle and express their anger. It will discuss the myths about anger, and it will offer some constructive ways of dealing with anger.

Dealing With Road Rage

People perceive that society as a whole is becoming more violent, and our behavior behind the wheel is no exception. Only cigarette smoking and heart disease kill more people than automobile accidents in America. In this seminar, the behaviors that characterize aggressive driving will be outlined and techniques will be given on what to do and what not to do when coming in contact with an aggressive driver. Safe driving skills will also be taught to increase driver protection.

Eating Disorders

This training helps individuals learn what is an eating disorder, specific details about several eating disorders: anorexia, bulimia, binge eating, compulsive eating, obesity and pica. It will review current treatment options to help individuals with such disorders.

Fatigue

Workplace fatigue costs American businesses approximately \$77 billion per year. As workers become more sleep deprived—already more than 50% report not getting enough sleep—on the job fatigue will become a more pronounced issue. Throughout this hour-long course for supervisors we will discuss the following topics: the meaning of fatigue, how supervisors can recognize fatigue in themselves and their employees, and what to do as a supervisor.

Fitness and Nutrition

Two out of three Americans are overweight or obese. This workshop discusses the common causes and raises participants' awareness of nutritionists' recommendations for healthy eating. Participants will learn stress strategies for healthy eating for attending parties and other social events. The workshop will review the obstacles encountered by individuals that discourages physical activity and exercise.

Goal Setting for Life and Work

This seminar will assist participants in learning specific and effective skills that will increase the likelihood of achieving personal or professional goals. Participants will learn the process of identifying and creating goals that are based on the things that are most important in their lives.

Healthy Living Tips

This workshop discusses the benefits of taking care of you, such as eating smarter, exercising, and maintaining balance in your life. It includes a 6-week facilitator's guide for employees who wish to set up a support program in-house. These guides offer action steps for employees to stay the course in making healthy changes in their lifestyles.

Interpersonal Communication Skills

Communication is essential to every relationship. This seminar will help participants understand the barriers to effective communication, and learn ways to decrease these barriers. In addition, participants will learn skills that will increase effective communication both at home and at work.

Keys to Successful Aging *

For the young and "young at heart," we will explore the myths of aging and help dispel some of the common misperceptions of what it means to be an older person. We will examine the behaviors and attitudes that you can develop at an early age and use throughout life that leads to successful aging.

Money Management

Frequently, people will ignore or run away from financial pressures because they can't find a solution. This can be extremely stressful. This seminar will begin by outlining a basic financial plan for various age groups including savings and investments. Then, creative ways for getting out of debt will be explored as well as alleviating the stress that is associated with financial burden. Finally, tips will be shared on how to save money on a daily basis that will make an impact on yearly savings.

Skills to Help You Cope During A Crisis

The overall goal of this workshop is to strengthen one's ability to deal with a crisis situation and the aftermath. What constitutes a crisis will be discussed. Participants of this workshop will learn how to gather information, make decisions, and recognize the traumatic effects on others.

Slowing Down to Enjoy the Holiday Season

Holidays can be demanding on our time, energy and relationships. We may have high expectations or unrealistic hopes about how the holidays "should" be. This seminar will help participants understand where holiday stress originates, examine holiday lifestyle traps, and increase personal strategies for a healthier and happier holiday season.

Smoking Cessation

This seminar helps participants take the first step towards quitting smoking—getting motivated to quit. Each participant will get in touch with what is their personal motivator for quitting and will also get in touch with what their personal triggers are. Techniques will be given on how to cope with nicotine withdrawal and what to do if there is a relapse. Instructions will also be given on how to use the Horizon Employee

Assistance Program Benefit for additional support. The course includes a 6-week program available to companies to facilitate an in-house support group for their employees.

Stress Management

We all experience stress to varying degrees, and have different responses to cope. This seminar is designed to enable participants to become aware of their own responses to stress, and develop the skills necessary to lessen the effects of stress on our physical, mental, and emotional health.

Stress Management and Achieving Balance at Work and Home

This workshop was developed due to company requests for a longer stress management workshop. This two-hour workshop has two parts. Part One deals with stress and distress, recognizing symptoms, and ways to combat the distress. Part two looks at achieving balance in employee's lives that contributes to maximum productivity at home and on the job. It has several assessments for participants to get a picture of where they currently stand on balancing life, and suggestions for moving toward their goals with their families and work.

Taking Sleep Seriously

According to experts, if you want to be full alert, in a good mood, mentally sharp, creative and energetic all day long, you need at least 8 hours of sleep a night. But the average American gets significantly less sleep. This seminar will describe the stages of sleep, define different types of insomnia, and offer many techniques for falling asleep naturally.

Time Management

This seminar looks at the two factors that drive our choice of how we use our time. Urgency and Importance. It helps participants figure out their personal time management style and offers tips and tools to support their style.

Parenting & Family Life Seminars

College Planning/The Parent's Role in the College Application Process *

This workshop provides parents with the "nuts and bolts" of college planning and tips for helping both themselves and their children through the college application process.

Communicating with Teenagers *

Effective listening and observation are fundamental to understanding what is "going on" with our teenagers. Participants will learn why it is difficult to communicate with teenagers, how to avoid "bad" communication, and the communication blocks that often get in the way of talking with your teenager.

Grandparents & Adult Children: Exploring the Joys & Challenges *

Most people eagerly look forward to becoming a grandparent. In this workshop, for both grandparents and adult children, we will share the joys of grandparenting, explore some of the "boundaries" and conflict that may exist, and focus on how to resolve those issues so that all thrive in this relationship – parents, grandparents, and grandchildren.

Parenting Skills

This seminar addresses several hurdles faced by parents today. Some of the topics covered include interpersonal conflicts encountered by blended families, the unique aspects of single parenting, specific issues related to parenting teenagers, and general considerations for parenting in troubled times.

Positive Parenting *

Infant, toddler, pre-school, school-age, teenager, young adult – how can we be a positive parent throughout the stages of our children's development? Participants will discuss and share ideas on what children really need from a parent and learn what it means to be a positive parent.

Selecting Child Care *

Decisions about childcare are difficult. There are many options, and when our choices affect our children, we want to be sure we've "done our homework"! This workshop will address questions that often arise when considering childcare and help parents and prospective parents as they take on the challenge of finding the best possible care for their family.

Talking to Your Kids About Drugs and Alcohol

Young people who use alcohol at an early age are more likely to use alcohol heavily and to have alcohol-related problems; they are also more likely to abuse other drugs and to get into trouble with the law. 4.6 million teenagers have a drinking problem. 4% of high school seniors drink alcohol every day. This seminar will teach parents the signs and effects of the different categories of drugs, will give parents suggested activities to do with their children to help educate their child of the dangers of alcohol and drugs, and will tell parents how their Employee Assistance Program can help if someone in their family has a problem.

Talking with Kids about War

This 1-hour workshop will help parents and other adults to talk with children of various ages about war and its impact on their lives. It offers information for younger children to teenagers. It reviews some questions that children may be asking or thinking. It offers some possible answers to their questions. This is a difficult subject that bombards our children from all directions in the media.

Elder Care Seminars

Elder Care

Many employees are surprised to find they are now providing care for their aging and elderly parents. Often called the "Sandwich Generation," these persons may still be caring for their own children. This seminar allows participants to share experiences, identify and develop resources, and help negotiate the stress and difficulties of multiple responsibilities and expectations.

Elder Care - Where Do I Begin? *

As your parents or relatives age, they experience significant physical and emotional changes. In this workshop, participants will learn to recognize when an elder needs help, how to overcome their resistance to accept help, and what resources are available.

Financing Elder Care *

This workshop discusses the issues, options, and costs surrounding elder care. It details the different government-sponsored and privately-purchased benefits for elders and those planning for care for themselves and elderly relatives.

Improving Communication with Elderly Parents & Relatives *

Participants will gain an appreciation of the obstacles to effective communication that result from the natural aging process. They will learn how to become more comfortable in talking, listening, and being heard by parents, especially on difficult topics such as health, living situations, and planning for the future.

Perspectives on Disability: In the Workplace & Community *

This workshop will help participants gain a perspective on your own response to a co-worker or neighbor who has a disability and the effect on your relationship. In addition, we will discuss how to help your children in their understanding and relationships, particularly with schoolmates with a disability.

Taking Care of Yourself as Caregiver *

A significant portion of employees, especially those in the sandwich generation, are providing some level of care for elder relatives while working and caring for their own family. Participants will explore the "mixed blessing" of being a caregiver for an older adult, why it is important to take care of yourself as a caregiver, and the resources available to support you.

Understanding Medicare *

Learn the basics of Medicare, the eligibility and enrollment, how to choose a plan, and what facts all Medicare recipients and caregivers need to know.

EAP Compliance Trainings

Department of Transportation Drug/Alcohol Awareness: (2 hours)

The Omnibus Transportation Employee Testing Act of 1991 requires alcohol and drug testing of safety-sensitive employees in the aviation (FAA), commercial motor vehicle (FMCSA), railroad (FRA), pipeline (PHMSA), mass transit industries (FTA), and commercial marine employees (USCG). This seminar will review prohibited alcohol and drug conduct, testing procedures, and consequences that are set for positive tests. It will also cover the alcohol and drug awareness training that is required by some modalities.

Diversity in the Workplace

What makes us different? This workshop will look at several areas of diversity including age, sexual orientation, gender, race, religion, physical ability, family situation, class, and ethnicity. It offers a sensitivity raising training about the do's and don'ts of appropriate respect of coworker differences.

Drug Free Workplace

Drug abuse costs employers \$100 billion a year in decreased productivity and increased absenteeism, accidents, medical claims, and employee theft. Drug and alcohol abuse affects all aspects of American life; it threatens the workplace as well as the home, schools, and the community. When drug use interferes with an employee's efficient, safe performance of work responsibilities, and reduces the employee's dependability, it creates a problem for the whole organization. In this seminar, learn what the different categories of drugs are, be able to look for signs of alcohol or drug abuse if you suspect that someone you know has a problem, and learn where to turn if you or someone you know needs help.

Sexual Harassment for Employees (2 Hours)

Sexual harassment complaints are on the rise, and co-workers were named as alleged harassers in 72% of the complaints. The most common complaint from victims was offensive remarks, then offensive jokes or teasing, then unwelcome touching. It is important to become aware of the types of behavior that others consider offensive. This includes physical contact, comments, suggestions, abusive teasing, joking, and suggestive looks based on sex, race, religion, color, national origin, pregnancy, disability or age. The difficulty is in determining what is harassment and what is flirtation or just plain fun. What is required is sensitivity to others—the "victim" is not required to change his/her behavior—it is the co-workers who must re-evaluate their unprofessional behavior towards her/him. This seminar will outline the federal laws prohibiting discrimination in the workplace, will define harassment and discrimination and give examples of the different types. Suggestions for responding to harassment will be reviewed.

Sexual Harassment for Supervisors (2 Hours- Mandatory in CA, CT, and ME)

"What you don't know can hurt you." This 2-hour workshop for supervisors will outline the federal laws prohibiting discrimination and harassment in the workplace. It includes a video of various current scenarios of harassment for discussion by the participants of what is and what is not harassment. It will review how to respond to a complaint and support employees who are being harassed, and how to protect themselves and their organizations from lawsuits.

Violence in the Workplace

Incidents of workplace violence have dramatically increased and violence in the workplace is quickly becoming the number one concern in business and industry. The cost of workplace violence to American businesses is estimated to be \$5 billion a year. Contrary to popular belief, fatalities are not involved in most cases. The mere threat of violence can temporarily destroy the ability of the individual and the work unit to function normally. This seminar will address the possible causes and effects of violence in the workplace, will give warning flags on how to recognize potentially violent individuals, will give proactive steps on preventing workplace violence, and will tell how to respond to pending or actual violence.

Legal Seminars

Estate Planning/Wills/Trusts*

Estate Planning, Wills, and Trusts go hand in hand. This one hour presentation covers the fundamentals of each topic below:

- Identify reasons for the importance of Estate Planning
- Identify assets to consider for Estate Planning
- Define key Estate Planning tools (Wills/Trusts, and their differences)
- Learn the process of Estate Planning
- Develop strategies for communicating about Estate Planning with older relatives and other family members

Legal Issues for Older Relatives (Or Disabled Family Members) *

- The key Estate Planning decisions people need to make for their future
- Describe the legal tools that assist older people and disabled family members when others must make decisions for them
- Identify how and when to utilize various tools to serve the needs of your older relatives
- Create a list of items for preparing for a meeting with your older relatives' attorney

Powers of Attorney/Advanced Directives ("Living-Wills") *

- The definition of "Advanced Directives" and their benefits
- The difference between a "Living Will" and a "Durable Power of Attorney"
- The history of "Advanced Directives"
- Tips for preparing an "Advance Directives"
- Strategies for communicating with older relatives about the need for "Advance Directives"

Financial Seminars

Adjusting to Your Adjustable Mortgage*

Concerned you will not be able to afford future payments? This class presents helpful strategies to fix your broker ARM.

- Is your mortgage ARMed and dangerous?
- Understanding how and when payments adjust
- Knowing when to refinance
- Getting help when payments become unaffordable

Getting and Keeping Good Credit*

Gain the knowledge to use credit to your advantage and learn the steps to get back on top of credit issues.

- The best time to use credit
- You have to manage your credit
- Why your credit score is so important
- Techniques for maintaining good credit

Home Buying Strategies*

You may have felt that home ownership is out of reach, but with the tips and strategies provided, you could be well on your way to becoming a homeowner.

- Is home ownership right for you?
- How much can you afford?
- Today's creative loan programs
- Understanding fees and closing costs

Identify Theft: Prevention & Resolution*

This class highlights helpful information and key strategies people can use to reduce the chance of having their identity stolen.

- The I.D. theft crisis
- I.D. theft prevention
- The need for I.D. theft assistance
- What to do if you are a victim

Life Stages Retirement Planning*

In this class you will review the things to do now to optimize retirement, whatever your age.

- Getting started: 20s and 30s
- Prime time: 40s and 50s
- Head for the finish line: 55 to 65
- At retirement

Making Your Money Work for You *

Money is what makes your financial world go around. Learn how to make it work for you!

- Creating a workable monthly budget
- Techniques for building savings
- Setting financial goals
- Managing debt

Roadmap to Retirement *

Get ahead of the curve or get a plan together to catch up. It's not too late to get started on a solid plan for retirement.

- Defining the retirement challenge
- Finding money to invest
- Paying yourself first
- Types and advantages of different retirement accounts
- How much should you save
- The risk versus return connection

Tips for a Tax Smart Future *

The less money you send Uncle Sam, the more goes into your pocket. This class gives you some great tips on tax savings.

- Income tax overview
- How to check your withholding
- How an FSA or 401(k) contribution can save you money
- Tax credit vs. tax deduction

Understanding Health Savings Accounts (HSA's) *

A Health Savings Account can help individuals save for qualified medical and retiree health expenses on a tax-free basis, but is it right for you?

- What is a Health Savings Account (HSA)
- Who is eligible for an HSA
- Benefits of an HSA
- Contribution and distribution provisions

Understanding Wall Street *

Even as a small investor, you can make some very smart decisions by understanding how Wall Street works

- Stock investments, bond investments and mutual funds
- Key considerations (ex. Inflation, risk tolerance, asset allocation)
- The investment pyramid

***Customized Training
offered by Marks, Sanders, & Associates***

The modules outlined below are designed to develop leaders in your organization at every level, from the front line contributor to the executive level manager. Overall, the modules described here provide skills to more effectively communicate, to resolve conflict, to build teams and to manage relationships up, down and laterally to help your organization achieve maximum effectiveness and efficiency. Training participants learn specific leadership, management, and relationship management skills. **(These are offered outside of your contract benefit for additional fees)**

Dealing With Toxic People

Customers are not always right but they are always customers. This module teaches how to manage a customer's dissatisfaction to a successful outcome by early identification, staying focused on outcomes and monitoring your own responses for appropriateness.

Human Diversity: Managing Differences

Every human being is a "diverse" (i.e., different, unique) individual with his/her own set of values, beliefs, traditions, perceptions, self-talk, etc., which is "projected" into every interaction or situation in the workplace. This module focuses on why we are the way we are and how it affects our decisions, assumptions and behavior. We will examine these patterns, identify self-limitations, and incorporate skills and techniques that will enhance participants' awareness.

Learning Objectives

At the completion of this module participants will be able to:

1. Understand the importance of beliefs/perceptions/assumptions and how they influence behavior in the workplace.
2. Recognize when beliefs/perceptions/assumptions are interfering with their roles as
3. Managers.
4. Identify techniques to effectively manage diversity issues on their team.

Interviewing and Hiring Strategies

This module covers the entire hiring process (using your organization's policies, job descriptions and specific hiring practices) including screening applicants, Americans with Disabilities Act, and other legal considerations, questions a manager can and cannot ask, conducting an interview, and selecting the best applicant.

Introduction to Managing Conflict in the Workplace

Constructive differences are a catalyst to effective problem solving and improving work efficiencies. When conflict becomes destructive it has quite the opposite effect in the workplace. This module focuses on how to successfully manage conflict between individuals and in group situations by giving participants tools for conducting productive problem solving meetings with those in conflict.

Introduction to Managing Team Performance

All teams need special care at different times during their existence. This module introduces a number of tools and techniques that leaders can use to get teams started or keep them on track.

Maintaining a Respectful Workplace

Violence and sexual harassment have become all too common problems in the workplace today. This module focuses on awareness and prevention by educating managers and

supervisors on their roles and responsibilities in maintaining a respectful workplace by proactively addressing these two risk management issues.

Managing Change and Transition

Far from being the exception, change is now becoming the norm in the business arena. This module offers a straight forward, practical model for understanding the personal impact of change and transition. Included are effective strategies for implementing and managing change and transition.

Managing Employee Performance

Effective performance evaluations give employees the opportunity to learn and grow in their current jobs while helping them with career planning. When integrated with your organization's future employee skills needs, this process can be a win-win situation. This module outlines the entire performance management cycle and your organization's current performance appraisal system.

Managing Your Time and Priorities

Not having enough time is a common complaint. Time cannot be created but it can be used more effectively. This module is designed to teach participants to manage time more effectively by setting and accomplishing long and short term goals, organizing and prioritizing tasks, and identifying and focusing on high payoff activities while simplifying, delegating or eliminating low payoff activities.

Meeting Management

Non-productive meetings cost time, money, productivity and morale. This module teaches supervisors and managers to prepare for and conduct effective meetings that enhance productivity, effectiveness and the morale of their employees.

Progressive Discipline and Termination

This module focuses on documentation of substandard performance and how to discipline an employee verbally and in writing. Information and practice will be included in dealing with performance issues when personal problems are a factor. In cases where involuntary termination is the only recourse, participants will learn how to prepare for, and conduct a termination which will minimize your organization's potential liability and be most appropriate for the employee.

Promoting Constructive Feedback

Promoting constructive feedback with employees is essential to helping them succeed in your organization. This module teaches how to actively give and receive positive and negative feedback with employees about workplace issues to increase the efficiency and effectiveness of your organization.

Regulatory Issues in Workforce Management

This module reviews major workforce regulations and their impact on interviewing and selection and management of employees in your workplace.

Stepping Up To Supervision

Moving from the role of a front line employee into the role of supervising the work of others can be an extremely challenging transition. A new set of skills is required. If the new supervisor is promoted from within the work group work relationships may need to be re-negotiated. This module is designed to address the challenges of becoming a supervisor, explore the first time supervisor's new roles and responsibilities and examine other issues in making the transition from co-worker to supervisor.

Understanding Your Behavioral Style

Communication problems and misunderstandings can create conflict in the workplace decreasing the efficiency and effectiveness of work teams. Some of these conflicts can be caused simply by behavioral differences. This module focuses on identifying behavioral styles across four dimensions using the Personal Profile System (DISC). Participants take and score the DISC and then learn about the likes and dislikes of each style and how to interact more effectively with each behavioral style.

Understanding Your Leadership Style

Effective leadership is essential to the efficient functioning of a work group. This module helps participants identify their leadership style by using the "Dimensions of Leadership Profile". Once identified, participants will learn who and why people follow, when to lead and possible pitfalls to avoid. Participants will also learn to add a servant leader focus to their leadership style.

Contact your Account Manager for Scheduling and Costs associated with Seminars.

Please provide a minimum of 30 days for requests and 45 days for those marked with *.

Exhibit B – Sample Communication Materials

Horizon Health Brochure

What can HorizonCare do for me?

A master's-level member advocate will provide you with consultation, resources, and action plans. The member advocate can email or mail related materials and information. You can also get referrals to support groups, community services, Horizon resources, or your health plan as you need them.

A member advocate can help with:

- ▣ Child and elder care issues
- ▣ Alcohol and drug abuse
- ▣ Life improvement issues
- ▣ Difficulties in relationships
- ▣ Stress and anxiety issues with work or family
- ▣ Depression
- ▣ Personal achievement
- ▣ Emotional well-being
- ▣ Financial and legal concerns
- ▣ Grief issues

What can WorkLife services do for me?

WorkLife services can save you countless hours by researching and providing referrals for these important issues:

- ▣ School age care
- ▣ Education needs for students of all ages
- ▣ Elder care and care for people with disabilities
- ▣ Child care and adoption resources
- ▣ Summer care including camps and recreation programs

A broad range of educational materials and guidebooks on dependent care topics are also available.

Your employer may have included the following as part of your EAP benefit package.

Legal Services

An initial thirty-minute office or telephonic legal consultation for each separate legal matter coordinated through Horizon Health.

After the initial legal consultation, 25% discounted rates are available for subsequent hours with a network legal provider. Virtually all types of legal matters are eligible for these services, excluding work/ employer related issues.

Financial Services

Telephonic advice for each matter (up to 3 per year) coordinated through Horizon Health. Typical matters include credit counseling, debt and budgeting assistance, tax planning, retirement and college planning.

Improving Health
for **People** and
Organizations



HORIZON
HEALTH

EMPLOYEE ASSISTANCE
PROGRAM

HorizonCare™

HORIZON
HEALTH

FOR COUNSELING OR
ADMINISTRATIVE SERVICES,
CALL (800) 284-1819
TTY # 1-888-879-8274

Why an EAP?

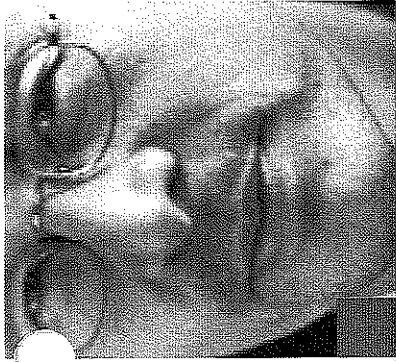
Your employer provides an EAP to protect their most valuable investment - you. They have contracted with Horizon Health - EAP Behavioral Services to provide you and each of your eligible household members with access to professional assistance for the challenges of every day living.

Somewhere to Turn...

Employee Assistance Services

From time to time, everyone encounters problems and conflicts which can feel overwhelming. For example, you may experience:

- Difficult periods in your relationships with others.
- Stress arising from marital difficulties, separation, or divorce.
- Pressures associated with work or career.
- A need for information about financial or legal resources in your community.
- Family turmoil associated with a troubled child or adolescent.
- Illness or death of someone close to you.
- The use of alcohol or drugs to resolve issues.
- A need for guidance with a child's school problem.



Who is Horizon?

Horizon Health - EAP-Behavioral Services is a behavioral healthcare management corporation that offers EAP and Managed Behavioral Health Programs. Horizon Health has provided counseling services for employees of America's major corporations since 1975. Horizon's counselors are fully licensed professionals who have the clinical training and expertise to help you and your family. These counselors are carefully selected for their practical, active approach to counseling, so that your problems can be quickly and effectively resolved.

It's Confidential

As provided by law, your use of Horizon's services are confidential. Information related to your participation in the EAP will not be shared with anyone without your written permission.

It's Convenient

Horizon's network of professionals are located near your home and place of employment. Appointments are available at times convenient to your schedule.

Comprehensive Coverage

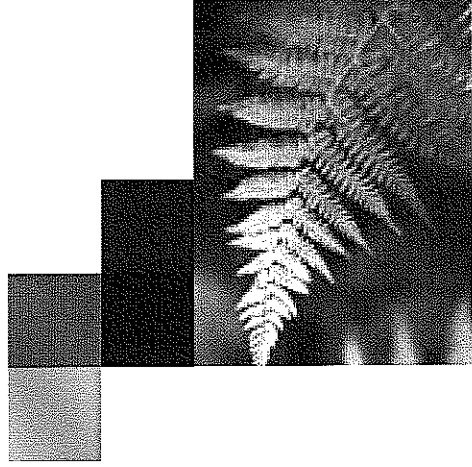
Horizon Health - EAP-Behavioral Services provides managed behavioral healthcare services throughout the United States, its territories, Canada, and international locations.

It's Easy to Use

Horizon provides a national, toll-free 800 number for emergencies, crisis intervention, and to request an initial appointment. The hotline is available 24 hours a day, 7 days a week.

Delivering employee/member wellbeing and customer satisfaction:

- Employees and their Families - benefit from our services and ease of access.
- Managers - get the help they need, when they need it.
- Organizations - gain operational benefits and positive bottom-line impact.


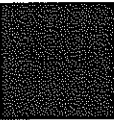


Horizon Health Wallet Cards

HORIZON HEALTH

IMPROVING HEALTH FOR PEOPLE AND ORGANIZATIONS

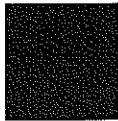
Your company has arranged with Horizon Health to be the EAP provider for you and your eligible household members. These visits with a Horizon Counselor are provided at no cost to you.



HORIZON HEALTH

IMPROVING HEALTH FOR PEOPLE AND ORGANIZATIONS

Your company has arranged with Horizon Health to be the EAP provider for you and your eligible household members. These visits with a Horizon Counselor are provided at no cost to you.





HorizOnline™:

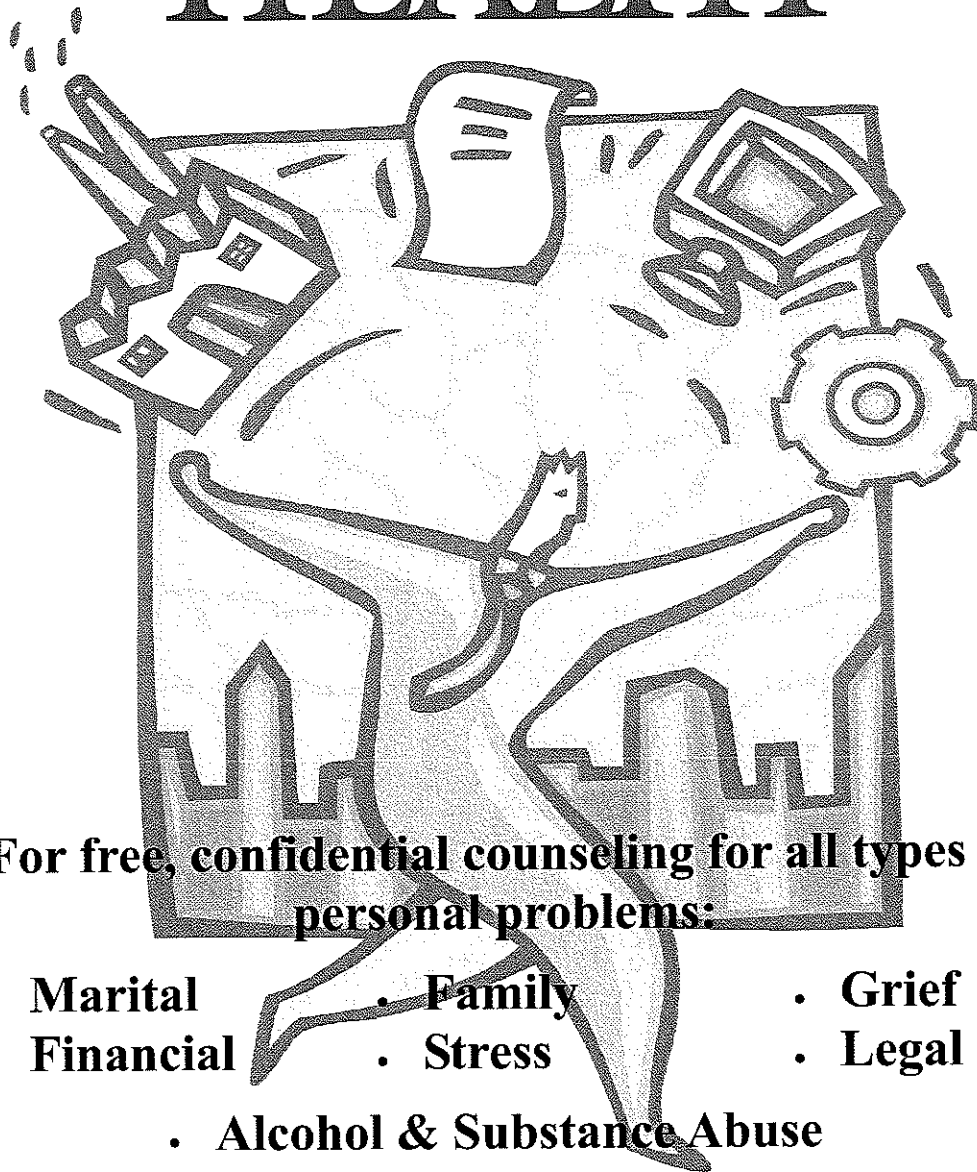
1. Enter this web address using an Internet browser:
www.horizoncarelink.com
2. Login ID: hbseap
Password: eap

Call 1-800-820-1305 to access HorizonCare Services.

EAP Awareness Posters

HORIZON

HEALTH



For free, confidential counseling for all types of personal problems:

- Marital
- Family
- Grief
- Financial
- Stress
- Legal
- Alcohol & Substance Abuse

Try your Employee Assistance Program

1-800-955-6422

HORIZON

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- Stress
- Legal
- Alcohol & Substance Abuse

Try your Employee Assistance Program

1-800-955-6422

WorkLife Awareness Posters



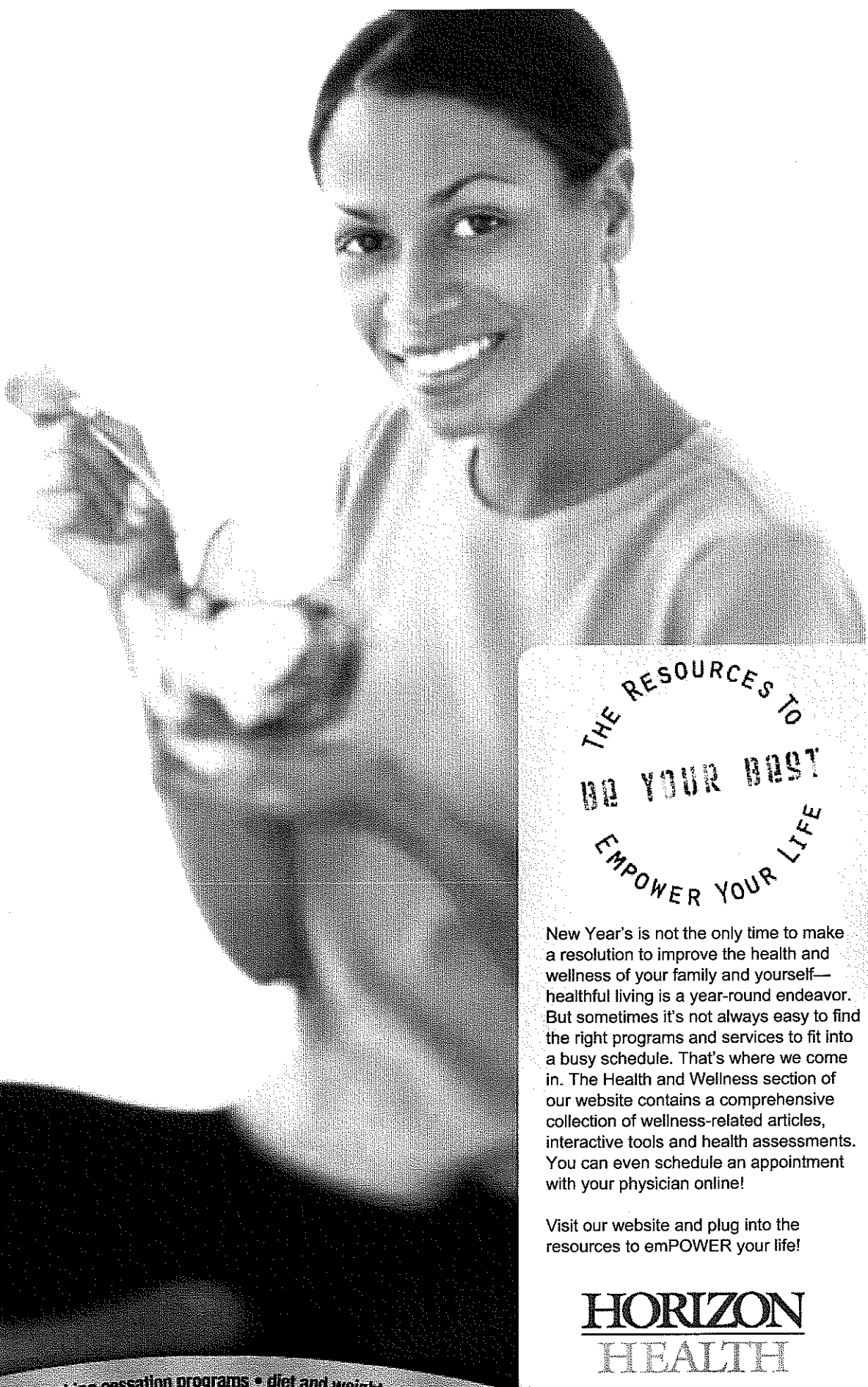
THE RESOURCES TO
DO YOUR BEST
EMPOWER YOUR LIFE

It's ten in the morning and you have just been invited to go away for a relaxing weekend—all expenses paid! It's a great offer, but who will take care of your dog with such short notice. That's where we come in. The Daily Living section of our work/life website contains great resources for responding to life's unexpected opportunities *and* challenges. Our pet sitting locator will help you find an appropriate kennel close to your home or office.

Visit our website and plug into the resources to emPOWER your life!

HORIZON
HEALTH

pet sitters • apartment rentals • consumer product comparisons • caterers • relocation services • wedding planners • home helpers



THE RESOURCES TO
DO YOUR BEST
EMPOWER YOUR LIFE

New Year's is not the only time to make a resolution to improve the health and wellness of your family and yourself—healthful living is a year-round endeavor. But sometimes it's not always easy to find the right programs and services to fit into a busy schedule. That's where we come in. The Health and Wellness section of our website contains a comprehensive collection of wellness-related articles, interactive tools and health assessments. You can even schedule an appointment with your physician online!

Visit our website and plug into the resources to emPOWER your life!

HORIZON
HEALTH

fitness centers • smoking cessation programs • diet and weight-management programs • healthy aging • nutritionists • personal trainers



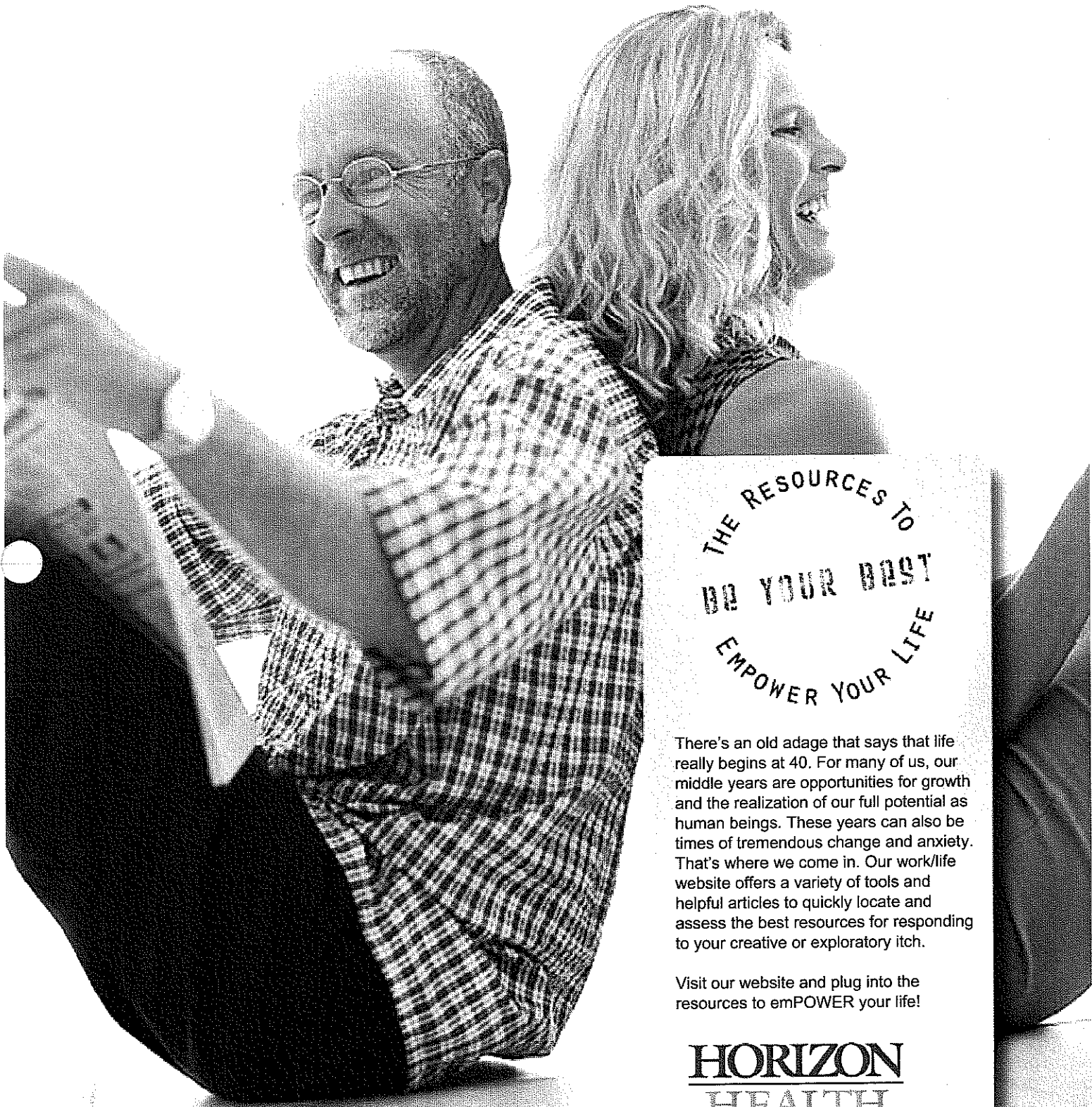
THE RESOURCES TO
DO YOUR BEST!
EMPOWER YOUR LIFE

Finding care options for children can be a time-consuming and confusing process. Locating provider and then understanding how to assess the care offered can feel genuinely overwhelming. That's where we come in. The Family and Caregiving section of our website contains comprehensive information on all aspects of child care, including a searchable database with listings for more than 400,000 licensed child care programs.

Visit our website and plug into the resources to emPOWER your life!

HORIZON
HEALTH

day care centers • family day care homes • nannies • back-up care • babysitters • after-school programs • parenting classes • private schools



THE RESOURCES TO
BE YOUR BEST
EMPOWER YOUR LIFE

There's an old adage that says that life really begins at 40. For many of us, our middle years are opportunities for growth and the realization of our full potential as human beings. These years can also be times of tremendous change and anxiety. That's where we come in. Our work/life website offers a variety of tools and helpful articles to quickly locate and assess the best resources for responding to your creative or exploratory itch.

Visit our website and plug into the resources to emPOWER your life!

HORIZON
HEALTH

volunteer opportunities • career transition • retirement planning • personal development • continuing education

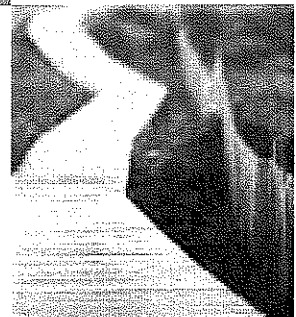
Management Referral Brochure

HORIZON
HEALTH

MANAGER'S REFERENCE GUIDE



Improving Health
for **People** and
Organizations



Helping Organizations Retain Effective Employees

This reference guide provides information that will help you focus on your employees' performance and your role in maintaining your organization's management standards. In addition, this guide will assist you in referring employees with job performance problems to the EAP. The EAP can work with these employees to address those personal difficulties that may be impacting their ability to do their jobs.

The Manager's Role

As a manager, you have multiple responsibilities that include such tasks as monitoring your employees' job performance, addressing performance problems, and ensuring job tasks are completed. You bring these elements together, with the end result being the delivery of quality service to your customers.

The single most important quality you possess as a manager is your objectivity. Objectivity allows you to make consistent observations and decisions when managing your employees.

Your Primary Goal is to Objectively:

- Recognize when employees have performance difficulties.
- Provide constructive feedback to employees about performance issues.
- Document according to your organization's personnel policies.
- Refer appropriate employees to the EAP.
- Monitor and follow up with employees regarding performance in ongoing evaluations.

A Partner in the Process: Your EAP

As part of your EAP benefit, managers and supervisors have immediate telephone access to unlimited, confidential, management consultation. A Management Resource Consultant (MRC) is a valuable resource when dealing with employee performance issues, especially when it is evident that personal issues are affecting an employee's workplace performance.

Common Topics for Management Consultations Include:

- Workplace referrals to EAP
- A traumatic incident that affects a group of employees
- An employee in crisis in the workplace
- A potentially violent employee
- Drug and alcohol issues
- Potential employee layoffs

MRCs also have access to a reference library containing articles on current employment issues such as the Americans with Disabilities Act, sexual harassment, threat of violence, and substance abuse, as well as articles on mental health topics that can be provided to you.

Recognizing and Documenting Employee Difficulties

An important part of your job is recognizing and documenting job performance issues. One of the most difficult tasks you face is to respond effectively, without compromising your objectivity, to those employees whose personal problems may be impacting job effectiveness. Appropriately documenting performance problems, making referrals to the EAP as needed, and monitoring future performance are essential skills for every manager.

Suggested Guidelines for Documenting Performance Concerns:

- ▣ Be specific regarding the date, time, and place of unsatisfactory job performance or workplace behavior.
- ▣ Provide actual observations in concrete, measurable terms whenever possible.
- ▣ Include examples of the employee's excellent work, as well as that which is below par.
- ▣ Keep records confidential and update them on a regular basis (daily, weekly, monthly).
- ▣ Avoid using labels or opinions; avoid diagnosing or inferences about personal issues.
- ▣ Be objective, fair, consistent, and respectful of the employee's privacy.
- ▣ Contact a Management Resource Consultant to ensure documentation is in place for a referral to the EAP.

Responding Effectively to Performance Problems

When employees present performance problems, your challenge is to respond effectively and proceed through the performance improvement process in an objective, professional manner. It is not unusual during a corrective interview for employees to become defensive and attempt to give personal reasons why their performance has been affected. This personal information places you at risk of losing your objectivity and treating employees in a subjective manner.

Suggested Guidelines for Conducting a Corrective Interview:

- ▣ Confront at the earliest indication of a recurrent pattern.
- ▣ Select a meeting time and location that ensures privacy.
- ▣ Gather and organize documentation, and define acceptable and unacceptable performance.
- ▣ Consult with your Human Resource department to assure the meeting is consistent with the policies and procedures of your organization.
- ▣ Focus on the behavior; do not judge the person.
- ▣ Provide objective, measurable performance or corrective action goals.
- ▣ Summarize the discussion (ask the employee what she/he heard you say and clarify any misunderstandings).

Use the Three R's

Respond

to the emotions and issues the employee is sharing by actively listening, then, after consultation with an MRC...

Refer

the employee to the EAP as needed to address those emotions and issues, and...

Return

to the job performance behavior concerns.

The EAP provides employees with an opportunity to address personal issues that may be affecting their job performance. Referring employees to the EAP gets you out of the position of counselor, allowing you to concentrate on their job performance. A referral to the EAP demonstrates your care and concern to employees, while not compromising your role as manager.

Behavioral Indicators

The following list of behavioral indicators is provided to assist you in recognizing performance-based problems in the workplace. Any one of these behaviors may not necessarily be a concern to you as a manager. What is important to notice, however, is whether

there has been a change in an employee's behavior or if your employee exhibits a pattern of multiple indicators. **Your job is to identify problem behaviors, not necessarily to determine the problem's source or cause.**

Employee Name _____

Place an "X" next to each characteristic you have repeatedly observed.

Absenteeism:

- Repeated absences
- Excessive tardiness
- Leaving work early
- Increasingly improbable excuses for absences and/or tardiness
- Higher absenteeism due to illness
- Prolonged absences from work station

Confusion or Difficulty in Concentration:

- Difficulty in recalling instructions, details, etc.
- Work requires greater effort
- Increasing difficulty in handling complex assignments
- Difficulty in recalling own mistakes

Poor Relationships on the Job:

- Counterproductive reaction to real or imagined criticism
- Wild or unpredictable mood swings
- Unreasonable resentments and grudges
- Behaviors that are disruptive to others in the workplace

Change in Work Patterns:

- Alternate periods of high and low productivity
- Jobs or tasks take more time than usual
- Increasing difficulty in getting job done

Lowered Job Efficiency:

- Missed deadlines
- Mistakes due to inattention or poor judgment
- Repeatedly making ineffective decisions
- Complaints from customers/co-workers
- Blames poor job performance on others or external factors
- Needs constant supervision

Safety:

- Higher than average on-the-job accidents
- Taking needless risks
- Disregarding the safety of others

Other:

- Change in personal appearance or hygiene
- Loss of interest in job
- Borrowing money from co-workers

When Calling the EAP and Referring an Employee, These Four Major Areas Will be Reviewed:

1. Provide general information, including:

- ▣ Your name
- ▣ Name of employee
- ▣ Work location
- ▣ Employee's job function/category

2. Describe the problem, including:

- ▣ Quality and quantity of work
- ▣ Absenteeism/tardiness
- ▣ Behavior/conduct
- ▣ Work-related or customer-related issues

3. Give a history of the problem:

- ▣ When did the performance difficulty begin?
- ▣ Has the problem been discussed with your Employee Relations/Human Resources Department?
- ▣ Is the problem documented?

4. Action:

- ▣ Pending or past performance improvement plan
- ▣ Next steps if employee does not improve

Following Up and Following Through

During the period of time directly after the employee has been referred, it is crucial that you continue to review performance and provide the employee with feedback.

Don't assume that since the employee is taking advantage of EAP services, the performance difficulty will be resolved. An individual who has been referred to the EAP is still accountable to correct work issues and may still require discipline as appropriate.

During this phase, you should meet regularly with the employee to discuss the job performance issues that resulted in a referral to the EAP. These meetings need to be scheduled in advance and the criteria for improved performance need to be outlined in specific, measurable behaviors (e.g.: no tardiness for the next

60 days, less than two complaints per month from customers, a specific reduced error rate, improved communication with co-workers measured by the absence of complaints from co-workers, etc.).

An appropriate time frame for continued monitoring and follow-up will vary depending on the nature of the performance problem. However, keep in mind that this follow-up period needs to be in line with your organization's policies and procedures.

The Following Guidelines May be Helpful in Giving Feedback to Employees:

- ▣ Reinforce gains made by the employee, making a special effort to recognize areas of success.
- ▣ Remember the nature of your professional relationship and maintain your objectivity.
- ▣ Resist the impulse to ask about personal difficulties.
- ▣ Communicate to the employee the possible consequences of continued performance issues.

When an employee is referred to the EAP, it is important to recognize his or her right to privacy. All communication regarding an employee after a referral to the EAP is subject to that employee's signed Release of Information (ROI), specifically allowing an MRC to communicate with you about the employee. This ROI is a part of the Management Referral Form that you will fill out with the MRC's assistance prior to referring the employee to the EAP. With the written consent of the employee, an MRC will provide you or your designee (as noted in the ROI) with information in the following areas:

Attendance

...whether or not the employee has met with an EAP professional and the dates of attendance.

Recommendations/Follow Through

...what EAP recommends for your employee to complete his or her compliance.

Compliance

...whether or not the employee is cooperative in utilizing EAP services.

Management Referral Pathways to Your EAP

	Criteria	When to consider making this referral	How to make the referral
Informal Referral	No work performance/behavior concern at present. Employee is typically a good performer.	Without supportive EAP services, the situational stress may result in a breakdown in performance in the future.	<p>Give EAP brochure. Offer supportive acknowledgment of a problem in the employee's life.</p> <ul style="list-style-type: none"> ▪ Emphasize the suggestion to use the EAP is out of concern and support, rather than a work performance issue. ▪ Clarify that no information will be given to you by EAP.
Formal Referral	<p>There is a decline in work performance/behavior.</p> <p>The employee may be receiving performance coaching.</p>	<p>The manager has observed problem behavior changes or patterns (see <i>Behavioral Indicators</i> on page 4).</p> <p>The manager wishes adjunct support from the EAP to address work performance/behavior concerns.</p>	<p>Call EAP and request a Management Consultation:</p> <ul style="list-style-type: none"> ▪ Give pertinent information regarding work performance (see Major Areas on page 7) ▪ Inform employee of referral: <ul style="list-style-type: none"> ▪ Give EAP brochure ▪ Specify expected change ▪ Specify feedback requested from EAP ▪ Ask employee to sign a <i>Release of Information</i> (for more detail about ROI see page 7) ▪ Specify a time frame for employee to call the EAP
Mandatory Referral	<p>An employee engages in behavior that indicates potential for danger to self or others.</p> <p>Use of substances with impairment at work.</p> <p>Random or for-drug test triggers Department of Transportation Substance Abuse Professional (SAP) referral.</p>	<p>When employee is assessed to be in violation of specific policy, such as:</p> <ul style="list-style-type: none"> ▪ Safety in the workplace ▪ Violence in the workplace ▪ Substance abuse in the workplace 	<p>Notify your appropriate department of the suspected policy violation:</p> <ul style="list-style-type: none"> ▪ Human Resources, Risk Management, Safety Office, or Employee Health Partner, with the appropriate department regarding the suspected policy violation, and ▪ Call EAP ▪ Advise EAP of applicable company policy and discuss scope of referral. ▪ Specify feedback required from EAP ▪ Require employee to sign a <i>Release of Information</i>

HORIZON HEALTH

Management Referral Form

Please complete and fax to (888) 892-8832 or please call (800) 243-5240 to make referral and then mail form to: Horizon Health EAP Services, Management Resource Center, 410 17th Street, Suite 300, Denver, CO 80202.

Company Name: _____ Location: _____
City

Department: _____

Referring Party: _____ Phone: (____) _____
Name Title

Client Referred: _____ Date of Birth: _____

Client's Phone #: Wk (____) _____ Hm (____) _____

Reason for Referral: (complete or attach documentation describing reason/job performance issues) _____

Last Chance Agreement: Yes _____ No _____ Deadline employee must call for appt: _____
(Please attach if written) Date

To Employee: By signing this form, I am allowing Horizon to release to the following persons:

Release of Information to: _____
Name & Title Phone #

Name & Title Phone #

The following information:

Scope of Release: _____ Attendance _____ Recommendations/Follow Through _____ Compliance

Client Insurance Coverage _____ S.S.# _____

This release expires 365 days from today's date unless otherwise specified.

Signature of Referring Party/Date

Signature of Employee/Date

Your EAP: a Multiple Service Provider

The services available to your organization through your Employee Assistance Program can support you in a variety of ways. It is important that you are aware of the many services, training programs, and consulting services available, as you are a vital link in the partnership between the EAP and your organization.

Services available to employees under the EAP benefit:

- ⊞ Confidential counseling/consultation services for personal issues such as family, relationship, emotional, alcohol/drug, work/career, legal/financial
- ⊞ Web-based assistance and/or WorkLife services
- ⊞ 24-hour telephone crisis response and appointment scheduling
- ⊞ Employee orientations

Services available for management:

- ⊞ Unlimited and on-demand supervisor consultation via telephone
- ⊞ Supervisor training
- ⊞ Employee referral to the EAP for performance concerns
- ⊞ Critical incident debriefings and responses
- ⊞ Event-triggered interventions (mergers, downsizings, traumas)

Training and organizational development services:

- ⊞ Work and Life Management Seminars
- ⊞ Compliance Training
 - Alcohol/Drug (DOT required)
 - Sexual Harassment
 - Violence in the Workplace
 - Diversity
- ⊞ Custom Group/Team and Organizational
 - Interventions
 - Conflict Resolution
 - Team Intervention
 - Team Building

Managers and Supervisors are encouraged to call for management consultations at any time.

HORIZON HEALTH

EAP SERVICES

(800) 243-5240

TDD: (877) 809-3799

EAP Questions & Answers

Questions & Answers

As an employee of an organization that offers HorizonCare™, you and your eligible household members are entitled to participate in the program. Below are answers to the most commonly asked questions.

What is the HorizonCare Program?

Sometimes we all need a little help handling our problems. Things may become too much for us to handle, affecting our personal happiness, relationships, job performance, and health. The HorizonCare Employee Assistance Program (EAP) provides a range of confidential, professional services to help you resolve problems that can affect your personal and work life. In fact, the program deals with just about any concern that may impact your quality of life and well-being.

Specifically, What Types of Problems Does My HorizonCare Program Address?

Services include, but are not limited to, assistance with the following:

- Life improvement issues
- Difficulties in relationships
- Stress and anxiety issues with work or family
- Personal achievement
- Emotional well-being
- Financial planning and debt management
- Legal consultation and referral to discounted services
- Depression
- Alcohol and drug abuse
- Grief

To find out if a service is included, call the number on your HorizonCare brochure.

Is it Unusual to Require Assistance?

No. We've all experienced those periods in our lives in which our personal problems have threatened to disrupt our daily routine. Whether it is a marital problem, a troubled adolescent, or perhaps finding a legal provider, talking about the issue with one of our Member Advocates can be very helpful. The earlier you seek help, the better your chances for reducing disruption in your life. Members are encouraged to contact Horizon whenever a possible situation first appears. There is no question or issue too small to discuss with the HorizonCare Member Advocate.

When Are Services Available?

Horizon's Member Advocate Line is staffed 24 hours a day, 365 days a year to ensure that members needing emergency care are able to access those services. Horizon requires that its network counselors make appointments available during day and evening hours, as well as on Saturday.

Who Can Use HorizonCare?

You and your household members are eligible for HorizonCare services. Household members generally include dependents and family members who are living with you.

How Much Does the HorizonCare Program Cost?

The HorizonCare program is already paid for by your employer. If you accept a referral to services that are not part of your HorizonCare program, you may be responsible for the cost of those services.

Who Will Know if I Use the HorizonCare Program?

Your participation in the HorizonCare program is completely confidential. This means that if you or a family member calls the HorizonCare toll-free number, neither your employer nor anyone else will know you used the program unless you choose to tell them.

If you are referred to the HorizonCare program by a supervisor because of performance issues, this is called a Management Referral. Only with your written permission will your employer be made aware of your use of HorizonCare services. Your employer will not be given any personal information; only reports on whether you are, or are not, progressing in your treatment. You will always be aware of the content of any discussions that take place between your employer and your counselor.

How Do I Access Services?

Call the toll-free number on your HorizonCare brochure. A Member Advocate will consult with you over the telephone and help you find solutions and resources to meet life's challenges. The Member Advocate will confidentially discuss challenges you are facing and provide you with consultation, action plans, and resources within your community. Your Member Advocate will even mail or email you helpful information to address your issue. If needed, your Member Advocate will provide referrals for support groups or community services. You may also have access to services and information through our EAP web site. If you are eligible, instructions for accessing this site are detailed in your member materials.

Newsletters

HorizonCares

Employee Edition

Winter 2007

This newsletter is brought to you by **HORIZON HEALTH EAP SERVICES**



Avoid These "Communication Killers"

By Jeff Keller

In both our personal and business lives, there are times when we connect with other people and make them happy to communicate with us. In these instances, there is a free flow of information where both parties leave the communication with positive feelings. Then, of course, there are times when obstacles get in the way of effective communication, and we leave with a mediocre or negative impression about what just took place.

Even the most skilled among us sometimes communicate in ways that turn people off. The following are some communication "killers" to watch out for. By avoiding these traps, we can build rapport, leave a positive impression on others, and make communicating with us a valuable experience.

1. Making the other person "wrong." Too many people view communication as an argument, where the objective is to prove that they are "right" and that the other person is wrong. The other person will always resent your attempt to establish that he or she is wrong.

Think about it: how do YOU like it when someone tries to prove that you are wrong? I'll bet that you resent it when a co-worker or family member plays this game with you. Many times we assert that we are right in matters of opinion, where there really is no right or wrong. Even if you are quoting a statistic and you know the other person is mistaken, you gain little by insisting that he or she is wrong. It's far better to make your point without setting up winners and losers.

2. Talking too much about yourself. Just about everyone falls into this trap. You get in a discussion with someone and you dominate the conversation by talking about yourself, while allowing the other party very little opportunity to speak. When you talk only about yourself without letting the other party participate, you give the message that you don't care about the other person.

Remember this illustration: we are born with two ears and one mouth, and should strive to use them in that proportion. When you listen twice as much as you speak, the other person will have a positive impression of you and will often feel that you are an interesting conversationalist, even though you did very little talking.

3. Interrupting. This is one of the most common communication blunders. We start out listening to someone but then we begin to think of what we're going to say next and we tune them out. When we have our thoughts ready to launch, we break into the discussion and start talking. This is insulting to the other party as you did not let that person complete his or her comments. Discipline yourself to let others finish their thoughts before you chime in with yours.

4. Talking too much about the negative. People are bombarded with negative news from the media. Terrorism, violent crime and natural disasters are just a few of the topics that receive many hours of daily coverage. Then there's the negative "drama" in your personal life – your disappointing relationships, unfulfilling career, or bouts with illness.

While it's only natural to share your life experiences with others, especially friends and co-workers, you don't need to tell them everything that's wrong. People have enough troubles of their own. Keep your conversations uplifting and others will look forward to speaking with you.

5. Treating your technology device as more important than the person you're speaking to. Here's a problem that's growing way out of control. More and more people feel the need to be "connected" with the world 24/7. It doesn't matter whether you're in the middle of a conversation or meeting with them. If their phone rings or their device shows a message coming in, they immediately divert their attention away from you.

The message they're giving is that the incoming communication is more important than anything you have to offer. Unless you are expecting an emergency message, turn off the phones and hand-held devices when meeting with others. You'll have plenty of time to examine those messages later.

If you commit any of these communication blunders, keep the suggestions above in mind during your upcoming conversations. With focus and effort, you can become a more effective communicator.

Jeff Keller is president of Attitude is Everything and publisher of "Here's To Your Success," a free monthly motivational newsletter. For more information go to: www.attitudeiseverything.com



Coping With Anxiety

Money, Death of a Family Member Top List of America's Biggest Worries

Worries about finances and the death of loved ones are the leading causes of anxiety for Americans, according to a survey conducted by the Anxiety Disorders Association of America. Thirty-six percent of people are "very" or "extremely" worried about their financial status; 31 percent are anxious about a loved one dying.

Anxiety is a normal response to situations of uncertainty, especially if there is a possibility of a bad outcome. However, for many, severe and unprovoked anxiety adversely affects their daily lives. If excessive or chronic anxiety is negatively affecting your personal, family or work life, the guidelines below can help you.

Helpful Guidelines For Coping With Anxiety

- Recognize and admit that you are feeling anxious.
- Become aware of your body's symptoms. Don't let them scare you; let them "talk" to you.
- Try to pinpoint what it is you are anxious about. What happened yesterday? What were you thinking about before you went to bed? If you can't pinpoint the source, don't worry about it and try to move on.

- If you do know what it is that is bothering you, what can you do to eliminate or minimize the situation in some way so that it isn't so stressful?
- More important, how can you react differently so you won't be so affected by this situation?
- Give yourself permission to feel anxious about whatever it is that is bothering you. "Of course I feel anxious about this problem. Anyone would."
- Listen to the dialogue within yourself. Are you filling yourself full of negative thoughts about a certain situation? What could you say to yourself that would feel more comforting and soothing.
- Are you overwhelming yourself with "shoulds" and high expectations? If so, which ones could you eliminate?
- Are you blaming someone else for your anxieties, unhappiness, poor health, lack of success or other issues? How can you take responsibility for yourself and make some positive changes?

Your EAP is here to help

If you would like additional help, please call your Employee Assistance Program (EAP) for confidential counseling and/or referrals. Remember, your EAP is available to help you or your dependents with most-any personal, family or work-related concern. If you need help, why not call an EAP counselor today?

Fast Facts

Better Parenting

At bedtime, express to your child your unconditional love, no matter what happened during the day. Hearing the words, "I love you no matter what," is vitally important.

Quick Tips For Managing Stress

- Divide big tasks into smaller, more manageable ones.
- Accept that you can't control every situation and learn to be flexible.
- Avoid the trap of demanding too much of yourself. Get help if tasks are too big for you.

Marital Danger Signs

The following are warning signs indicating a marriage in trouble:

- Feelings of chronic resentment toward your spouse
- Lack of laughter between the two of you
- Desire to spend free time with someone other than your spouse
- Too much time spent playing the "blame game"
- Conversations between the two of you are laced with bitterness and sarcasm

You can revive your marriage by making it a priority. If you need help, contact your Employee Assistance Program (EAP) for confidential counseling, referrals or information. We're here to help.



Self-Test For Addictive Disorders

Everyone has addictive urges and sometimes gives in to them. An addictive disorder exists, however, when you cannot control your habit or behavior despite the fact that it is undermining your health, your relationships, your work, your finances, or your self-respect.

Common addictive disorders include: compulsive overeating, alcohol or drug dependency, compulsive gambling, smoking, compulsive spending, internet addiction, or sexual addiction.

Signs of possible addiction

If one of these behaviors has gotten out of control for you (or a family member), review the symptom checklist below to recognize if your behavior has become an addictive disorder. A "yes" answer to one or more statements below may indicate a problem:

1. The person thinks about the activity a lot when they're not doing it.
2. The person seems unable to control the amount of time spent doing the activity.
3. The person keeps increasing the amount of time that is spent doing the activity.
4. The person denies having a problem, when many things are obviously going wrong.
5. The person hides the activity from family and friends.
6. When unable to do the activity, the person becomes irritable, moody, tearful, angry, or hostile.
7. The person would rather do the activity than spend time with family or friends.
8. The person forgets or ignores family events such as birthdays and visits from friends because of his or her involvement with the activity.
9. The person has extreme mood swings that are completely unpredictable.
10. The person blames other people for his/her troubles and does not take responsibility for his/her own actions.
11. The person has headaches, stomach disorders, and other unexplained and ongoing physical symptoms.
12. The person begins to neglect his/her appearance and to do hurtful or illegal things.

Your EAP is here to help

Whether you have reached the "addiction" stage or not, recognizing and admitting that your habit is negatively impacting your life is the first step toward overcoming it. You can build the strength to overcome your addiction, develop alternatives to it, and learn to live a healthy and full life. Your Employee Assistance Program (EAP) can help you get started by providing you with CONFIDENTIAL counseling, referrals and/or information. Remember, your EAP is available to help you or your dependents with most-any type of personal, family or work-related concern. Why not call an EAP counselor today? We're here to help.

Employee Assistance Program

When you are faced with a problem that seems too hard to solve on your own, your EAP can help you with free, confidential counseling, information or referrals. Horizon Health EAP is here to help you deal with problems in your life before they jeopardize your health, family life or job performance. Confidential and timely counseling is available to you and your family members for personal problems including:

- | | |
|---------------------------------|---------------------------------|
| ▣ Stress Management | ▣ Anxiety |
| ▣ Marriage/Relationships | ▣ Alcohol and Drug Abuse |
| ▣ Family | ▣ Grief and Bereavement |
| ▣ Depression | ▣ Legal Concerns |
| ▣ Health and Wellness | ▣ Finance/Budgeting |

Help is available 24 hours a day by calling (XXX) XXX-XXXX.

Your organization has contracted with Horizon Health EAP Services to provide you with this service. Please remember that no one will ever know that you called Horizon Health EAP unless you choose to tell them. There are strict standards of confidentiality that are in place to protect your privacy.

Spanish

HorizonCares

Edición de Empleado

Invierno 2007

Esta publicación es traída a Usted por **HORIZON HEALTH EAP SERVICES**



Evite Estos "Asesinos de las Comunicación"

Por Jeff Keller

Tanto en nuestras vidas personales como en nuestras vidas de negocio hay momentos en que nos comunicamos con otras personas y las hacemos felices de comunicarse con nosotros. En estos momentos, hay un intercambio de información fluido donde ambos partidos terminan la comunicación con sentimientos positivos. Pero luego, claro está, se presentan obstáculos que interrumpen la comunicación efectiva, y salimos con una impresión mediocre o negativa acerca de lo que acaba de pasar.

Incluso el más experto entre nosotros algunas veces se comunica en una forma que le quitan las ganas a la otra persona de comunicarse. A continuación enseñamos algunos "asesinos" de la comunicación con los que hay que tener cuidado. Evitando caer en estas trampas, podemos desarrollar un entendimiento mutuo, dejar una impresión positiva en los demás, y hacer que la comunicación con nosotros sea una experiencia valiosa.

1. Haciendo que la otra persona esté "incorrecta". Demasiadas personas piensan que la comunicación es una discusión, donde el objetivo es probar que ellos están "correctos" y que la otra persona está equivocada. La otra persona siempre resentirá su intento de hacer que él o ella esté equivocado. Piénselo: ¿Cómo le gusta a USTED cuando alguien intenta probar que Usted está equivocado? Apuesto a que Usted no le gusta cuando un compañero de trabajo o un miembro de su familia juega este juego con Usted. Muchas veces afirmamos que estamos correctos en cuestiones de opinión, donde realmente no es un caso de estar correcto o incorrecto. Aunque Usted este solamente citando una estadístico y sabe que la otra persona está equivocada, ganará bien poco insistiendo que él o ella está equivocado. Es mucho mejor expresar su punto de vista sin que nadie gane o pierda.

2. Hablando demasiado acerca de si mismo. Casi todo el mundo cae en esta trampa. Usted comienza a discutir con alguien y Usted domina la conversación hablando de si mismo, mientras concediéndole muy poca oportunidad al otro partido de hablar. Cuando Usted habla sólo de si mismo sin dejar al partido contrario participar, Usted envía un mensaje que a Usted no le importa la otra persona.

Recuerde esta ilustración: Nacemos con dos orejas y una boca, y deberíamos esforzarnos por usarlas en esa proporción. Cuando Usted oye dos veces más de lo que habla, la otra persona tendrá una impresión positiva de Usted y a menudo considerará que Usted es un conversador interesante, aunque en realidad hablo muy poco.

3. Interrumpiendo. Este es uno de los errores de comunicación más comunes. Empezamos escuchando a alguien pero entonces comenzamos a pensar acerca de lo que vamos a decir después y no le ponemos más atención. Cuando tenemos

nuestros pensamientos listos para lanzar, interrumpimos la discusión y comenzamos a hablar. Esto es ofensivo para el otro partido, ya que no dejó a esa persona terminar sus comentarios. Disciplínese para dejar que los demás terminen sus pensamientos antes de que Usted interrumpa con los suyos.

4. Hablando demasiado acerca de lo negativo. Las personas son bombardeadas con noticias negativas por los medios de comunicación. El terrorismo, los crímenes violentos y los desastres naturales son simplemente unos cuantos de los temas que reciben mucho tiempo en las noticias diaria. Además está el "drama" negativo en su vida personal – sus relaciones decepcionantes, su desilusión con su carrera, rachas con enfermedades.

Mientras que es sólo natural compartir sus experiencias de la vida con otros, especialmente los amigos y los compañeros de trabajo, Usted no necesita decirles todo lo malo. Las personas tienen bastantes problemas ellos mismos. Mantenga sus conversaciones optimistas y los demás esperarán con anticipación hablar con Usted.

5. Tratando a su mecanismo de tecnología como si fuera más importante que la persona con quien esta hablando. Aquí existe un problema que está completamente fuera de control. Más y más personas sienten la necesidad de estar "conectadas" con el mundo 24 horas al día 7 días a la semana. No tiene importancia si Usted está en medio de una conversación o citándose con ellos. Si su teléfono suena o su aparato o mecanismo electrónico muestra que tienen un mensaje por ver, inmediatamente distraen su atención de Usted.

El mensaje que dan es que la comunicación entrante es mucho más importante que cualquier cosa que Usted tiene que ofrecer. A menos que Usted espere un mensaje de emergencia, desconecte los teléfonos y los aparatos electrónicos manuales cuando tenga una cita con otros. Usted tendrá bastante tiempo para examinar esos mensajes más tarde.

Si Usted comete cualquiera de estos errores de comunicación, mantenga las sugerencias mencionadas arriba en mente durante sus próximas conversaciones. Con más concentración y esfuerzo, Usted puede convertirse en un comunicador más efectivo.

Jeff Keller es el editor de "Here's to Your Success," un boletín de prensa mensual gratis de motivación. Para más información vaya a www.attitudeiseverything.com.



El Auto-examen: Para los Desordenes Adictivos

Todo el mundo tiene deseos adictivos y algunas veces cedemos a ellos. Sin embargo, una señal de que existe un desorden adictivo es cuándo Usted no puede controlar su hábito o su comportamiento a pesar de que le está perjudicando su salud, sus relaciones, su trabajo, sus finanzas, o su respeto propio.

Los desórdenes adictivos comunes incluyen: comer excesivamente, el alcohol o la dependencia de drogas, el juego, fumar excesivamente, el vicio de gastar, adicción a la Internet, o la adicción sexual.

Posibles señales de adicción

Si Usted siente que uno de estos comportamientos está fuera de control en Usted (o en un miembro de su familia), revise la lista de síntomas debajo para reconocer si su comportamiento se ha convertido en un desorden adictivo. Si contesta "sí" a una o más de las declaraciones debajo esto puede indicar que existe un problema:

1. La persona pasa bastante tiempo pensando acerca de la actividad cuando no la está haciendo.
2. La persona parece incapaz de controlar la cantidad de tiempo que pasa haciendo la actividad.
3. La persona sigue aumentando el tiempo que pasa haciendo la actividad.
4. La persona niega tener un problema, cuándo muchas cosas obviamente salen mal.
5. La persona oculta la actividad de sus familiares y amistades.
6. Cuando la persona no puede hacer la actividad, la persona se vuelve irritable, malhumorada, llorosa o enojada.
7. La persona prefiere estar haciendo la actividad en vez de pasar el tiempo con su familia o amistades.
8. La persona olvida o ignora acontecimientos familiares como los cumpleaños y las visitas de amigos por su involucramiento con la actividad.
9. La persona tiene cambios de ánimo bruscos que son completamente imprevisibles.
10. La persona culpa a otras personas de sus problemas y no se hace responsable por las acciones de él/ella.
11. La persona sufre de dolores de cabeza, desórdenes del estómago, y otros síntomas físicos inexplicados.
12. La persona comienza a descuidar su apariencia personal y hacer cosas dañinas o ilegales.

Su EAP esta aquí para ayudar.

Si Usted sospecha que Usted o un miembro de su familia necesita ayuda, póngase en contacto con su Programa de Asistencia Para los Empleados (EAP) para el asesoramiento confidencial, referencias o información. Estamos aquí para ayudar.

Para Su Información

Mejor Crianza De Los Hijos

A la hora de acostarse su niño, exprésele su amor incondicional, no importa lo que haya ocurrido durante el día. Es de gran importancia que oigan las palabras " te amo no importa lo que pase"

Consejos Para Combatir la Tensión

- ▣ Divida las tareas grandes en tareas más pequeñas, más fáciles de hacer.
- ▣ Acepte que Usted no puede controlar cada situación y aprenda a ser más flexible.
- ▣ Evite caer en la trampa de exigir demasiado de si mismo. Pida ayuda si las tareas son demasiado grandes para Usted.

Señales Peligrosas En Un Matrimonio

Las siguientes son señales de advertencia indicando que existen problemas en el matrimonio:

Sentimientos de resentimiento crónico hacia su esposo o esposa.

La falta de humor o risa entre Ustedes dos.

Quiere pasar su tiempo libre con alguien que no sea su esposo o esposa.

Las conversaciones entre Ustedes dos se llenan de amargura y comentarios sarcásticos.

Puede revivir su matrimonio haciéndolo una prioridad. Si necesita ayuda, pongase en contacto con su Programa de Asistencia Para los Empleados (EAP) para consejos confidenciales, referencias e información.

Programa De Asistencia Para Los Empleados

Cuando Usted se enfrenta a un problema que parece demasiado difícil para solucionar por si mismo, su EAP puede ayudarle con asesoramientos gratis y confidenciales, información o referencias. Horizon Health EAP esta aquí para ayudarle a ocuparse de los problemas en su vida antes de que perjudiquen su salud, su vida familiar o su desempeño o actuación en el trabajo. Se le ofrece a Usted y a sus miembros de familia consejos confidenciales y oportunos para problemas personales que incluyendo:

- | | |
|-------------------------|-----------------------------|
| ▣ Tensión | ▣ Ansiedad |
| ▣ Matrimonio/Relaciones | ▣ Alcohol y Abuso de Drogas |
| ▣ La Familia | ▣ Dolor y Perdida |
| ▣ La Depresión | ▣ Problemas Legales |
| ▣ Salud y Bienestar | ▣ Finanzas/Presupuestos |

Hay ayuda disponible las 24 horas del día, llamando al (XXX) XXX-XXXX. Su organización ha hecho un contrato con Horizon Health EAP para ofrecerle a Usted este servicio. Por favor recuerde que nadie sabrá que Usted llamo a Horizon Health EAP a menos que Usted prefiera decirles. Hay estrictas reglas de confidencialidad que han sido colocadas para proteger su privacidad.

Exhibit C – Sample Utilization Report

EAP SERVICES

Improving Health
for **People** and
Organizations

HORIZON
HEALTH



XYZ CORPORATION
7/1/2006 to 9/30/2006
26,208 Employees

EAP Utilization Report



EAP SERVICES

Improving Health for People and Organizations



Account: XYZ CORPORATION

Period Start Date: 7/1/2006

End Date: 9/30/2006

Utilization Definitions



Utilization Rate Formulas: (Number of Authorizations / Number of days in the reporting period) * 365 / Number of Employees

Personalized Usage: Measures the number of individual members receiving assistance for personal use.

Contact Usage: Measures any contact a member has with the EAP, including web site hits and training attendance.

Total Presentation Rate: Combination of personalized usage and contact usage.



EAP SERVICES

Improving Health for People and Organizations

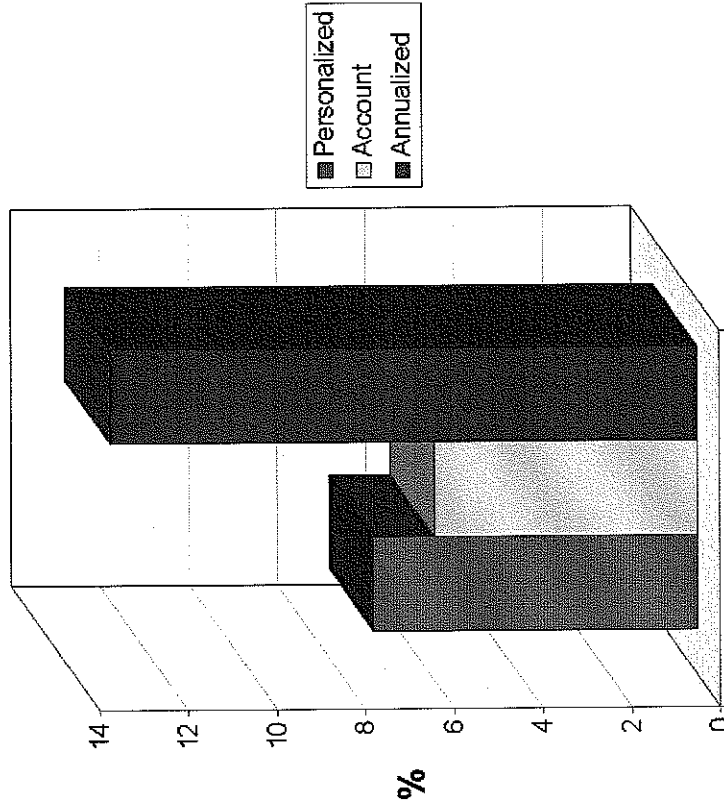
Total Usage



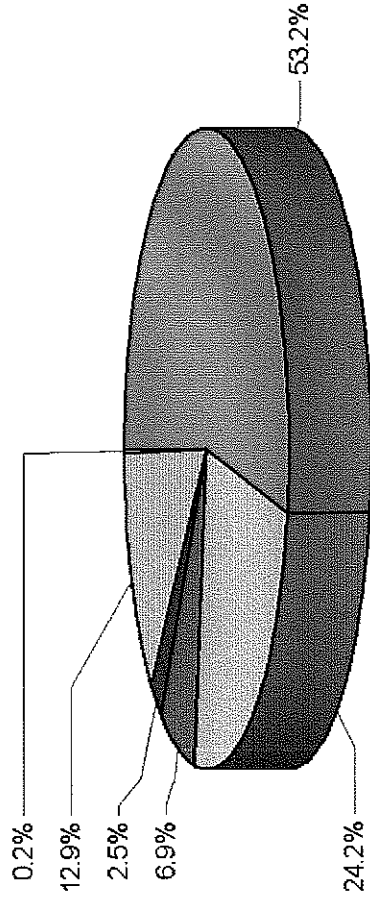
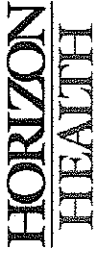
Personalized Usage	#	%
EAP Authorizations	256	53.4%
Telephonic Consultations	33	6.9%
Legal	62	12.9%
Financial	12	2.5%
Worklife	116	24.2%
Total Personalized Presentation		7.3%

Account Usage	#	%
Training Participants	14	3.6%
CISD Participants	106	27.3%
Management Consultations	3	0.8%
Member Inquiries	127	31.8%
Audio Library	15	3.8%
Web Hits	123	30.8%
Total Account Presentation		5.9%

Annualized Presentation Rate	13.3%
-------------------------------------	--------------



Type of Authorization



- Clinical - EAP
- Worklife
- Telephonic Consultation
- Financial
- Legal
- Mgmt Referral-Informal

Total Auths: 479

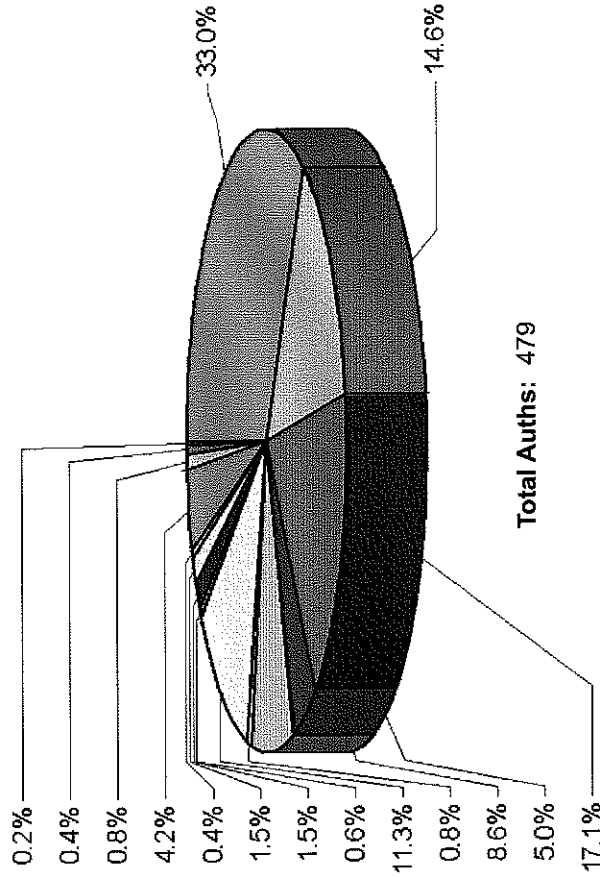
Area	%
Clinical - EAP	53.2%
Telephonic Consultation	6.9%
Legal	12.9%
Financial	2.5%
Worklife	24.2%
Mgmt Referral - Formal	0.0%
Mgmt Referral - Informal	0.2%
Mgmt Referral - Mandatory	0.0%



Referral Source



Referral Source	%
Brochure	14.6%
Supervisor	4.2%
Human Relations	33.0%
Training	0.4%
Family	11.3%
Coworker	5.0%
Handbook	0.4%
Poster	0.6%
Previous EAP Client	17.1%
Promotional Material	1.5%
Presentation	0.0%
Newsletter	0.0%
Orientation	0.8%
Other	1.5%
Health Fair	0.0%
Medical Department	0.0%
Website	8.6%
Unreported	0.8%



- Human Relations
- Brochure
- Previous EAP Client
- Coworker
- Website
- Unreported
- Family
- Poster
- Promotional Material
- Other
- Handbook
- Supervisor
- Orientation
- Training
- Internal EAP

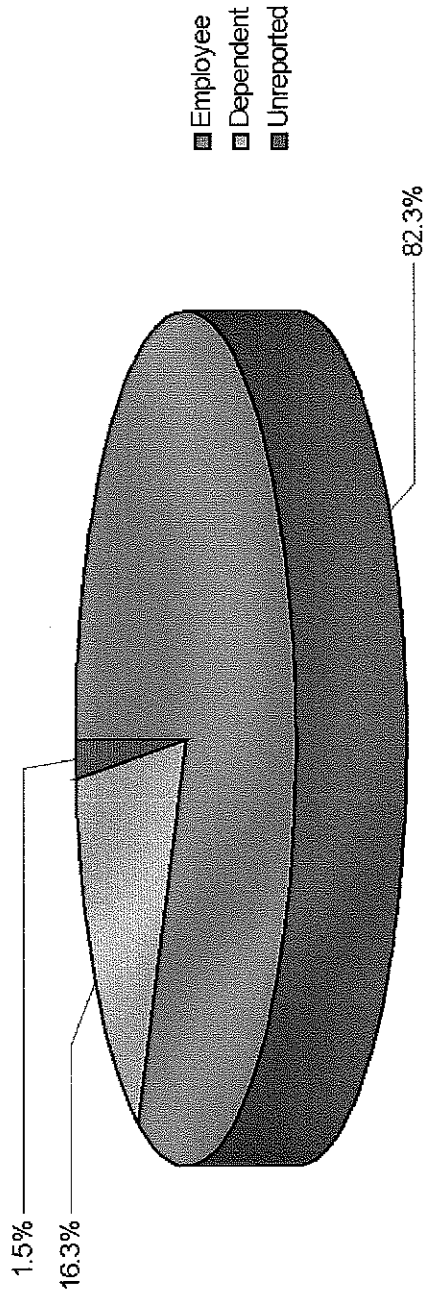
Account:

XYZ CORPORATION

Period Start Date: 7/1/2006

End Date: 9/30/2006

Employee Dependent Breakdown



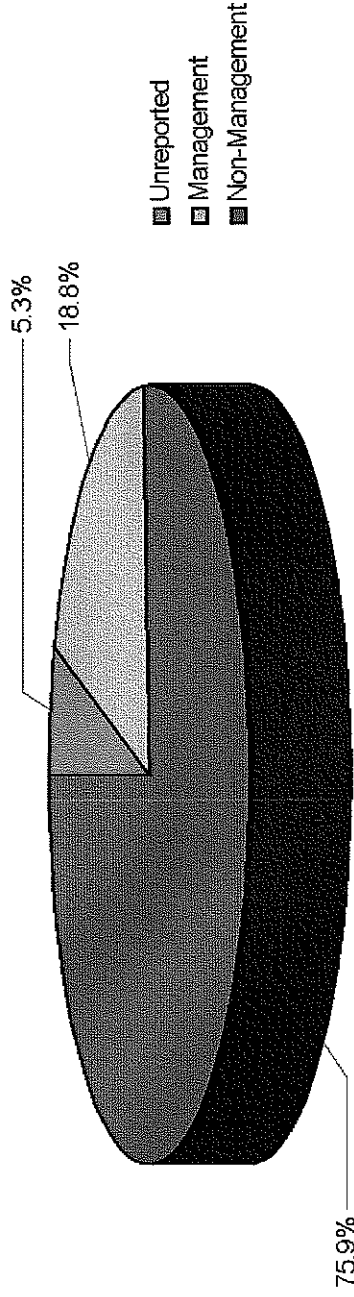
Total Auths: 479



EAP SERVICES

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Demographic - Employee Job Category



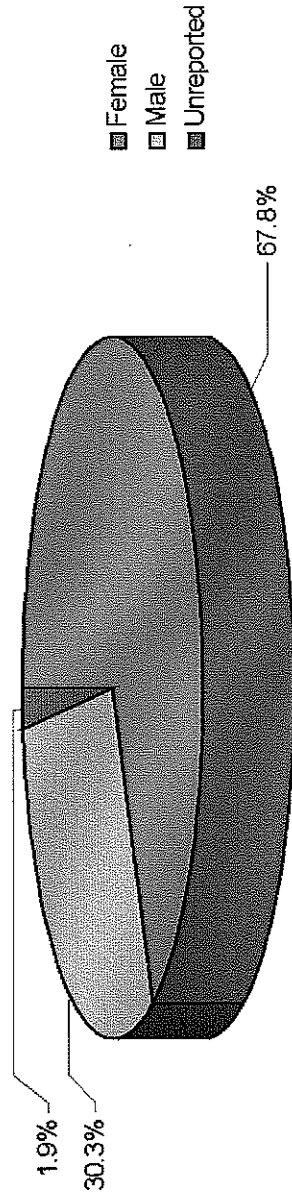
Total Auths: 394



Demographic - Age & Gender

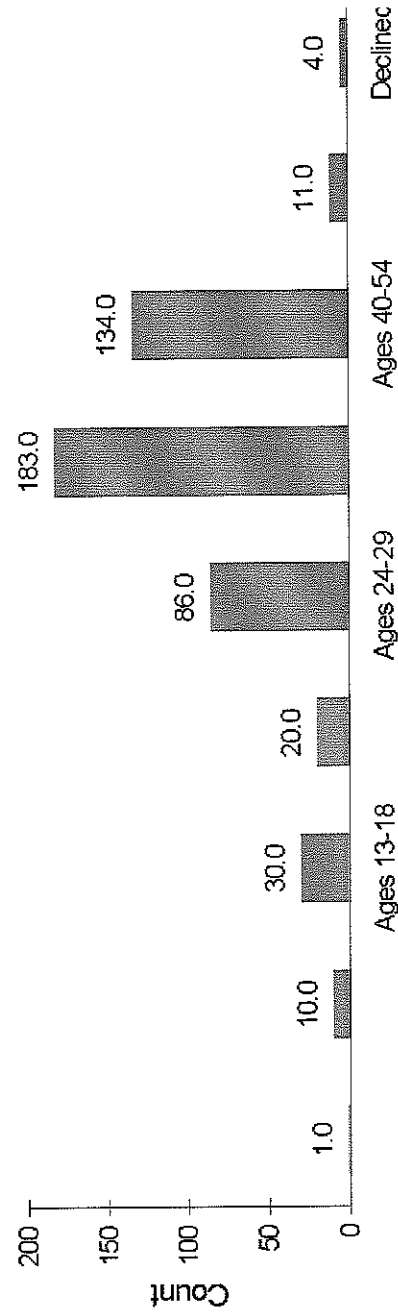


Gender



Total Auths: 479

Member Age



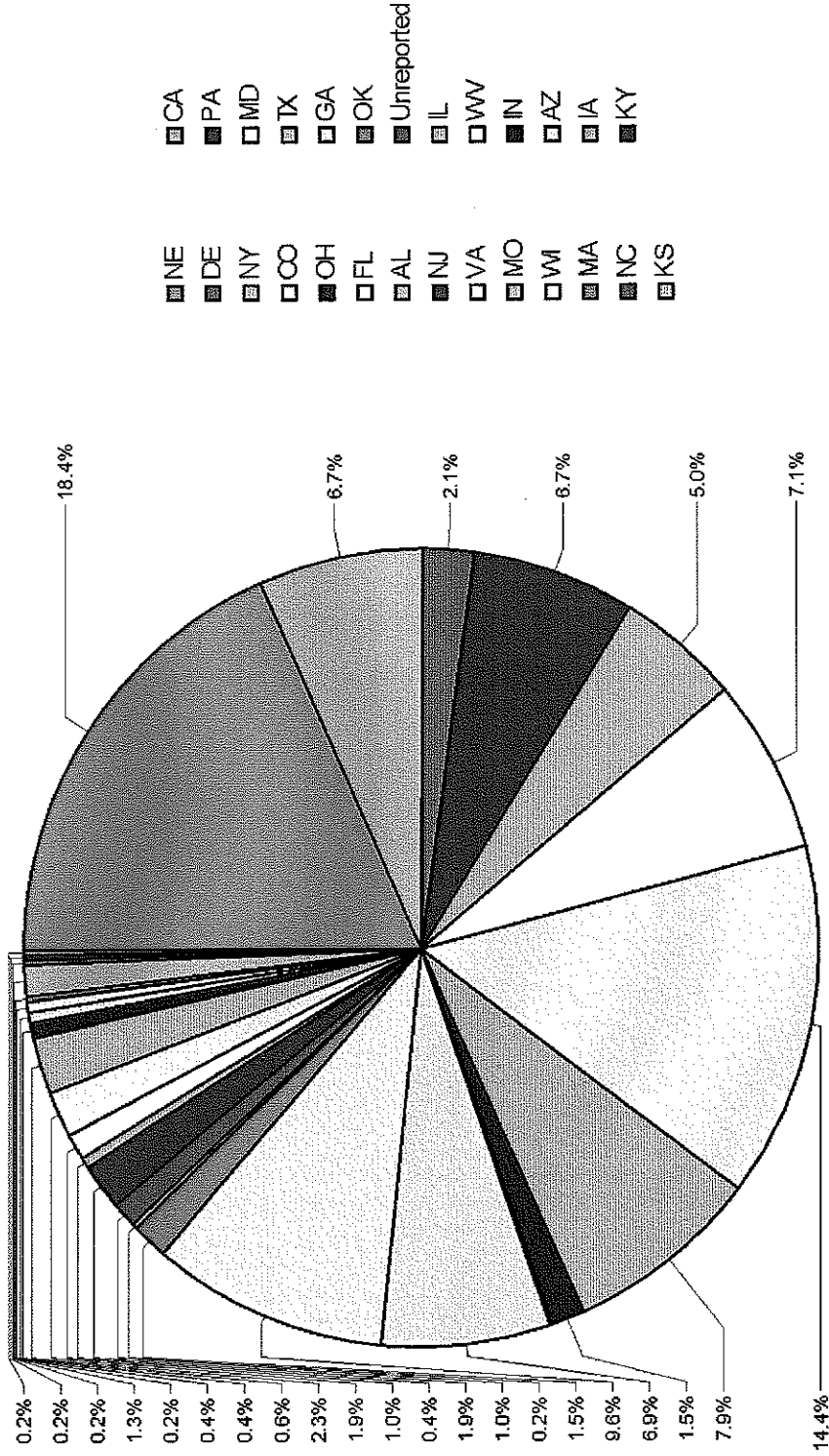
Account:

XYZ CORPORATION

Period Start Date: 7/1/2006

End Date: 9/30/2006

Geographical Breakout



Total Auths: 479

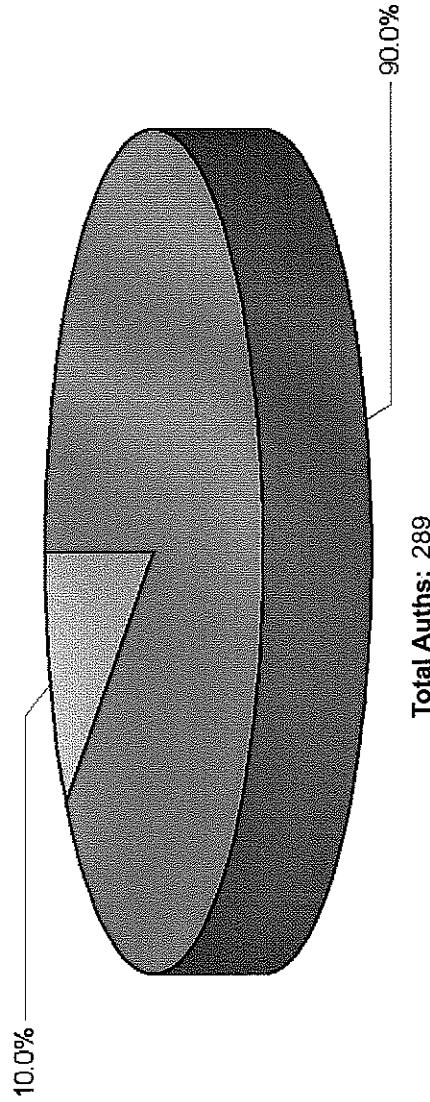
EAP SERVICES

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Authorization Severity



Severity	#
Routine	260
Urgent	29
Emergent	0
Unreported	0



Routine - Cases that are routine , some disruption in functionality. Offered an appointment within 3-5 days.

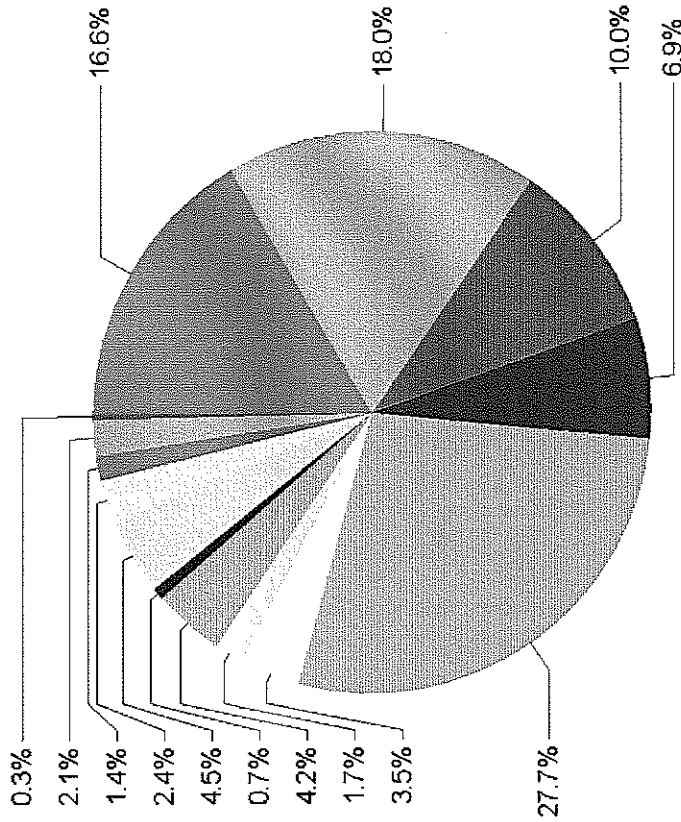
Urgent - Cases that are not life threatening, however may be a crisis or sudden disruption in functionality. Offered an appointment within 48 hours.

Emergent - Cases that are life threatening, such as homicidal, suicidal, detox, withdraws, etc. Offered an appointment on the same day.

Presenting Problem



Presenting Problem	#
Alcohol	7
Depression	48
Drugs	6
Family	52
Financial	0
Grief/Bereavement	10
Job - Work Relationships	4
Job Dissatisfaction	1
Job Security / Job Change	2
Job Stress	13
Legal	0
Partner/Relationship	80
Physical Health	5
Positive Drug Screen	0
Positive Drug Screen DOT	0
Positive Drug Screen NRC	0
Psychological	20
Stress	29
Victimization/Trauma	12
WorkLife	0
Unreported	0



Total Auths: 289

Account: XYZ CORPORATION

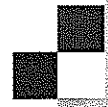
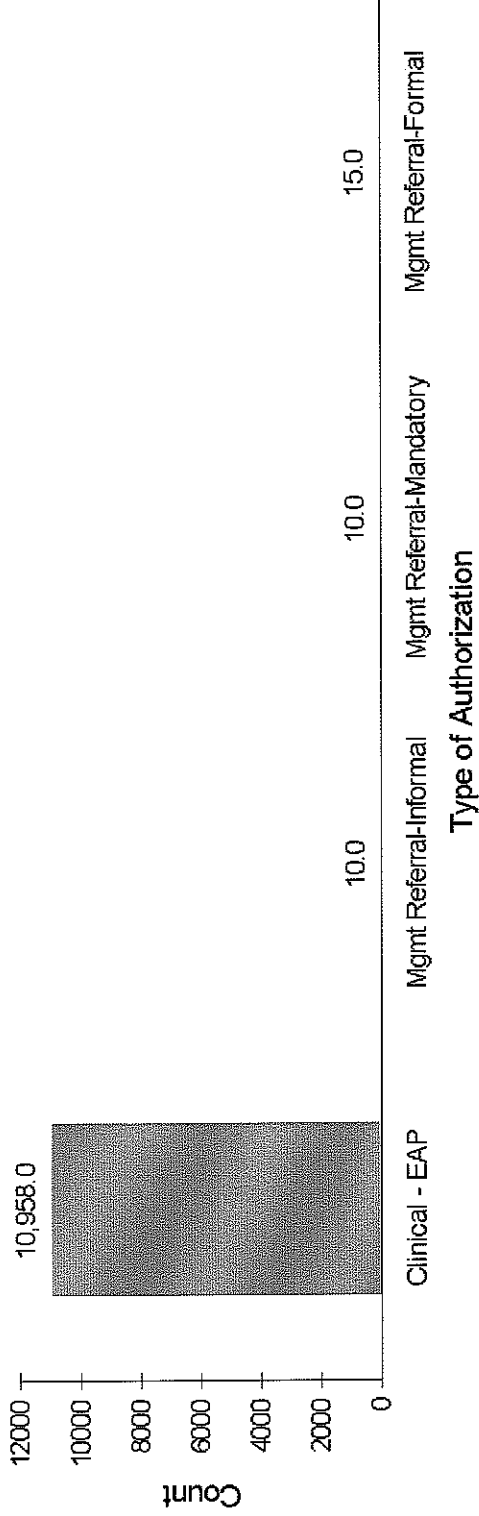
Period Start Date: 7/1/2006

End Date: 9/30/2006



Authorized Clinical Sessions (Closed)

Sessions Authorized



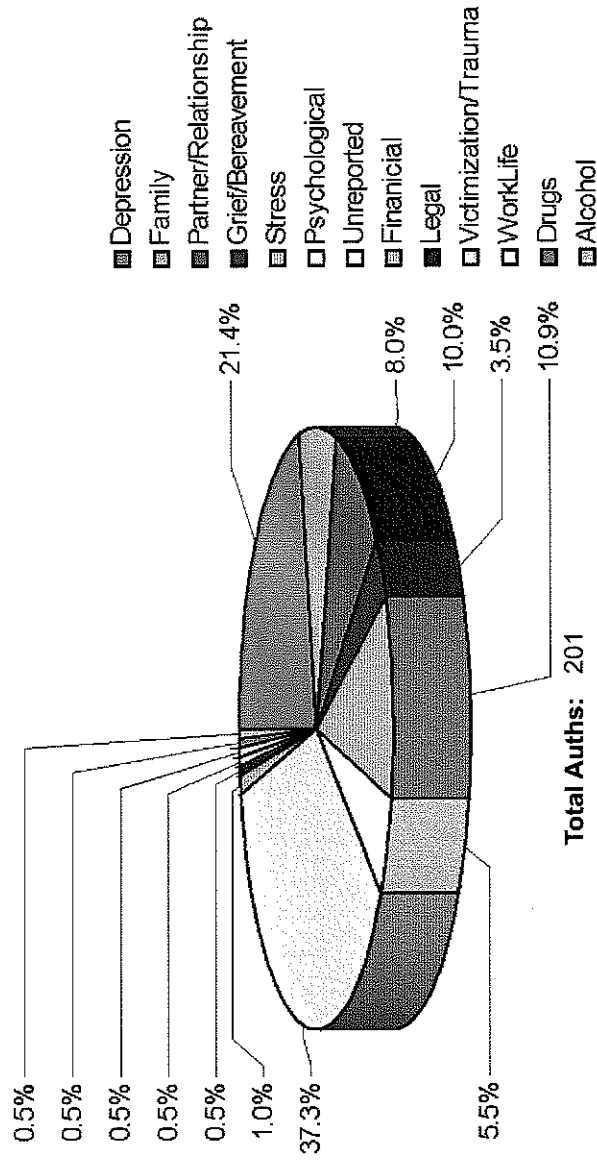
EAP SERVICES

Improving Health for People and Organizations

Assessed Problem



Assessed Problem	Total
Alcohol	1
Depression	43
Drugs	1
Family	16
Financial	0
Grief/Bereavement	7
Job - Work Relationships	0
Job Dissatisfaction	0
Job Security/ Job Change	0
Job Stress	0
Legal	1
Partner/Relationship	20
Physical Health	0
Positive Drug Screen	0
Positive Drug Screen DOT	0
Positive Drug Screen NRG	0
Psychological	11
Stress	22
Victimization/Trauma	1
WorkLife	1
Unreported	75



Closed Cases & Referrals



Resolution Statistics	#	%
Resolved within the EAP	104	51.7%
Client Referred	52	25.9%
Client Withdrew	44	21.9%
Unreported	1	0.5%

Referral	Health	Community
Counselling	46	0
Medical	4	0
Psychiatric	1	0
Substance Abuse	1	0

Statistics	
Total Closed Authorizations	201
Average Number of Used Sessions	3.7

Referral Code	Total
IP Chem Dep	0
IP Medical	0
IP Psychiatric	1
OP Chem Dep	1
OP Medical	1
OP Psychiatric	17
Licensed Counselor	24
Psychiatrist	17
Psychologist	10
Residential CD	0
Social Worker	14
12 Step Group	0
Career Counseling	0
Community Agency	1
Education Classes	0
Financial	0
Human Resources	1
Legal	0
Self Help Group	2
WorkLife	2
Group Treatment	2
Other	2
Unreported	158

Management Referrals



Informal Referrals	Count	%
P & P Consultation	0	0.0%
Performance Issues	0	0.0%
Other	0	0.0%
Unreported	1	100.0%
Total:	1	

Formal Referrals	Count	%
Alcohol/Drug Issues	0	0.0%
Performance Issues	0	0.0%
Threat of Violence	0	0.0%
Anger Management	0	0.0%
Sensitivity/Harassment Training	0	0.0%
Emotionally Instability	0	0.0%
Inappropriate Behavior	0	0.0%
Interpersonal Skills	0	0.0%
Conflict with Co-Worker	0	0.0%
Other	0	0.0%
Unreported	0	0.0%
Total:	0	

Mandatory Referrals	Count	%
Fitness for Duty	0	0.0%
SAP/ DOT	0	0.0%
TOV	0	0.0%
Sexual Harassment	0	0.0%
Positive Alcohol / Drug Screen	0	0.0%
Other	0	0.0%
Unreported	0	0.0%
Total:	0	

Management Consultations



Type of Consult	%
Anger Management	33.3%
Conflict Resolution	0.0%
Emotional Stability	66.7%
Fitness For Duty	0.0%
Inappropriate Behavior	0.0%
Interpersonal Skills	0.0%
Positive Alcohol/Drug Screen	0.0%
Performance Issues	0.0%
Policy and Procedure Consultation	0.0%
Sensitivity/Harassment Training	0.0%
Sexual Harassment	0.0%
Termination	0.0%
Threat of Violence	0.0%
Other	0.0%
Unreported	0.0%

Total Auths: 3

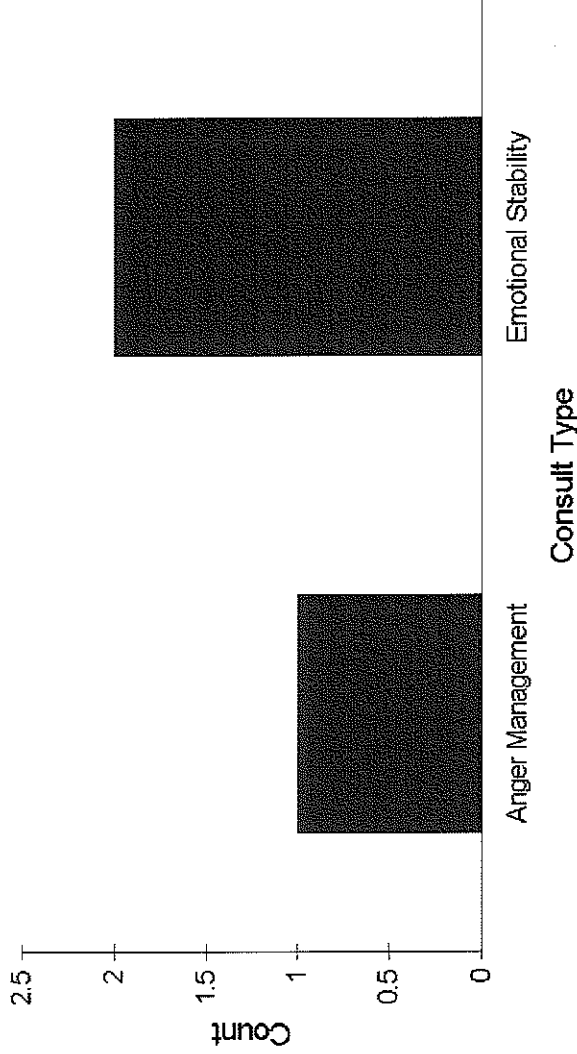
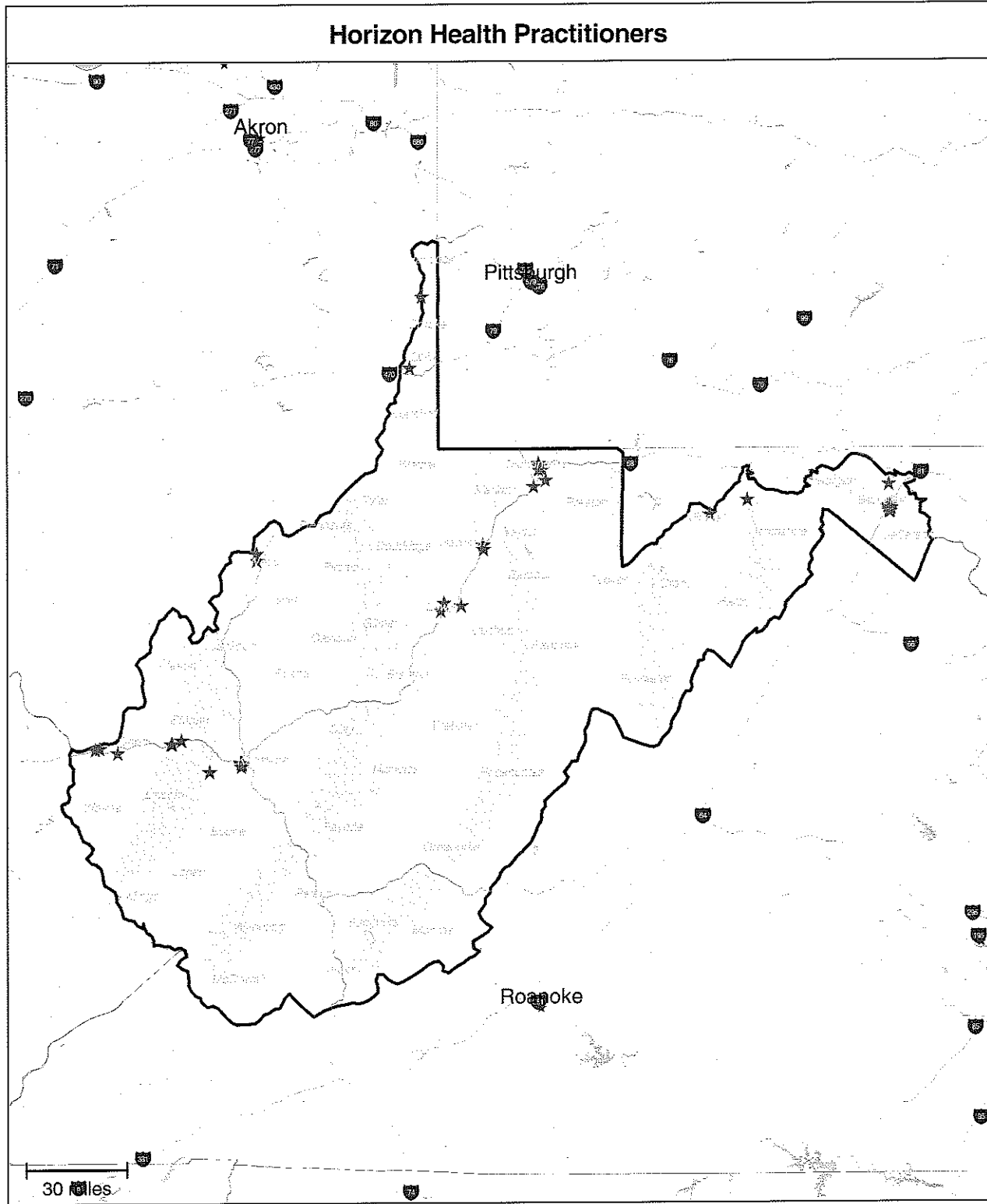


Exhibit D – Existing West Virginia Provider Network

Provider locations



38 providers at 40 locations

- ★ Provider locations (40)
- West Virginia

County provider count detail information

Horizon Health Practitioners	
County	Total number of providers
	Grp. 1
BERKELEY - WV	11
CABELL - WV	3
HANCOCK - WV	1
HARRISON - WV	2
KANAWHA - WV	6
LEWIS - WV	3
MINERAL - WV	2
MONONGALIA - WV	6
OHIO - WV	1
PUTNAM - WV	3
WOOD - WV	2
TOTALS	40