FIA Icon

Family Independence Agency—Lansing, Mich. • January 2001

All "zeroes" in Wayne County

All Wayne County Project Zero sites achieve goal Glendale-Trumbull District hit mark Nov. 13, the 22nd and final county site to reach benchmark

Governor John Engler announced all 22 Project Zero sites in Wayne County have reached zero, proving that welfare reform can be successful anywhere.

"This is a remarkable achievement that many said could not be done due to the unique barriers that highly populated areas face," said Engler Nov. 22. "Now through Project Zero, we know any community, regardless of its geographic location, distance to jobs, or the makeup of its people, can achieve the goal of helping clients move from welfare to work."

"Zero" is the point in time when all targeted FIP (formerly AFDC) cases are working and earning income. Target cases are those open for 60 days, required to participate in the Work First program, and expected to have earnings. As part of the program, customers receive career path education so they obtain better jobs, making the transition from welfare to self-sufficiency a success.

The governor highlighted the success of the Glendale-Trumbull District, the 81st project site to reach

continued on page 19

Ionia County reaches zero; 82 sites have reached mark

The Ionia County Project Zero program has reached "zero." On Nov. 30, 2000 all targeted Family Independence Program cases in Ionia County were reporting earnings and the county became the 82nd Project Zero site to reach "zero" since September 1997 when the first Project Zero site in the state reached that benchmark.

Ionia-Montcalm District Family Independence Agency director Phil Larson noted that, "Much of our success can be attributed to strong community partnerships. This is where the real welfare reform takes place," he said, "here at the community level where local people identify local barriers to employment and determine the best ways to eliminate them."

Project Zero began with six pilot sites in July 1996 and is currently operational at 103 sites in all 83 Michigan counties. "Zero" is defined as the point in time when all targeted FIP (formerly AFDC) cases are working and earning income. Targeted cases are those open 60 days, required to participate in the Work First program and expected to have earnings.

Other counties to reach zero for the first time in recent months are Gratiot County, which reached the goal on Nov. 3; Monroe County on Nov. 8; and the Wayne County Glendale-Trumbull District (see accompanying story.)

FIA Icon for November-December 2000

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Intercepted letters

Date: Nov. 30, 2000
To: FIA General Webboard
Subj: Templates available in MS Word

I read in the FYI (an online employee publication) that Office Services developed an alphabetical listing of forms available in Word. As an employee with 30-plus years, my memory isn't what it used to be. I have already used this new tool a number of times and can't begin to say how helpful it's been. Couldn't think of another way to offer thanks, so I posted here. I am very sincere in my appreciation. I often have to look up forms for various reasons and I can remember the name of the form but not the number. Then the challenge becomes where, in all the info we receive, we were informed of the existence of the form. I waste a lot of time looking… no longer!

Jeanne Dyer
Alger-Schoolcraft Family Independence Agency, Manistique
■ **This item was used with Ms. Dyer's permission.**

Date: Oct. 20, 2000
To: Jody Schlaufman, Otsego County FIA
Subj: Otsego County CPS endeavors

I wanted to express our staff's appreciation of the work you do for families. As contract workers providing home-based services to many of the families served by the Otsego County Family Independence Agency, we frequently coordinate services with you. Our staff has found you responsive to their questions and concerns, compassionate and dedicated to families. It is particularly welcome as our staff realizes CPS workers have large caseloads and are continually dealing with crises. I took the time to write this because our staff works with agencies and CPS workers in many counties. Workers as dedicated and helpful as you are not always the norm. You have set a standard of excellence and our workers know when they work with you they will get the information and support they need to effectively help families.

Roxanne McLintock, Program Coordinator
Northern Michigan Family Intervention Services, Gaylord
■ **Submitted by Otsego County FIA director Cynthia Pushman.**

Date: Oct. 18, 2000
To: Douglas E. Howard
Subj: Interagency collaboration

In August 2000, Michigan Department of Education collaborated with Central Michigan University to implement national training for the Michigan Model for Comprehensive School Health Education. The FIA Bureau of Juvenile Justice, with the support of training unit director Andy Tardif, was very generous in providing their facility and assistance at no cost for this eight-day training event. Forty participants from 11 states took part in the training and were extremely positive about the facility, location and ancillary services provided. Ardith Alderdyce, training consultant with the bureau, provided our staff with resources and support that made the training a success. Our staff have been fortunate to work with someone so knowledgeable and committed to interagency efforts that support young people. We are pleased to collaborate with the FIA and dedicated staff such as Ms. Alderdyce.

Arthur E. Ellis, Director
Michigan Department of Education, Lansing

FIA Icon

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From the Director

By Douglas E. Howard

Director, Family Independence Agency

Finding the Hero Within

A couple months ago in this space, a former public assistance customer told a compelling story that resonated with a lot of people. I received many positive comments on Deanna Bennett's story and how it touched other people's lives.

Something very different from that came to my attention recently, something that had many of the same basic values as Deanna's story. It was a composition called "Finding the Hero Within" written by Beatrice Bauer, a family independence specialist with the Charlevoix County Family Independence Agency. Beatrice composed this as part of a job interview process for a management position in Emmet County.

Beatrice did not submit this story to me directly, nor did she submit it for publication in FIA Icon. Deb Porter and Chuck Bryant of the Zone 2 office in Traverse City referred this item to FIA Icon. Beatrice approved its use in this format. In her short essay, Beatrice said important things about our agency and the relationships we have with both our customers and our policies. In a few short paragraphs, her story identifies adjustments we all went through as we changed from a case management to customer support service delivery model.

I think you will find something useful and important in "Finding the Hero Within". Here it is.

■ ■ ■

As a worker in the helping profession, I've always been my client's problem-solver, enabler and savior. With the advent of the solution-focused approach, my role has changed to one that helps my clients solve their own problems, face their difficulties, and be their own heroes. By implementing the solution-focused techniques, I am a facilitator who provides support to my clients as they try to find new ways to meet their needs. I try to help them develop the problem-solving skills they use not just for their current dilemma, but also for future events.

My clients are the experts on their own lives. They know best what bothers them most. My participation in the solution-focused process is limited to helping them refine their problems into goals and helping them to discover their options. I can pave the way for them to access the resources they need. Mostly, I need to be there to offer encouragement when they doubt their abilities.

The process is not a smooth one. My clients often try to revert back to a dependency relationship and it's often tempting to just do it myself. However, the solution-focused methodology is a process that does not recognize failure and I encourage my clients to "try something else". By continually helping them to realize that they can do something about a situation, they gain confidence in their ability to take care of themselves.

Life is full of goals that must be accomplished and tasks that must be completed by "someone". When my clients realize that I will not solve their problems for them, but instead encourage them to take responsibility for finding a solution, then they have started to become empowered. Both internal and external customers are similarly empowered whey they begin to consider FIA and its workers as another resource and not the solution. To become fully empowered, my clients must realize that the decisions they make determine their success or failure. My goal is to make every client develop the confidence to make the best decisions. Hopefully they will find that the hero they were looking for to solve their problems is within themselves.

— Beatrice Bauer

U. P. man is October 2000 Achiever of the Month

Michael DeYoung overcame single parenthood, physical ailments to graduate from college and realize his dream of becoming a teacher

By Jennifer Storey, Project Zero Coordinator
Chippewa County Family Independence Agency, Sault Ste. Marie
Telephone (906) 635–4132

SAULT STE. MARIE—Family, friends, FIA staff, and special guests gathered in this Upper Peninsula city Oct. 27 to honor the 84th recipient of the Achiever of the Month award, Michael DeYoung.

The event, held at Michael's alma mater, Lake Superior State University, celebrated and highlighted his extraordinary efforts to achieve independence from public assistance for he and his family.

Chippewa County FIA director Kathleen Langhals began the ceremony recognizing FIA Board members, Michigan Works staff, and other special guests. On behalf of the Chippewa County FIA Board Langhals presented Michael with gifts for his children and a gift certificate.

State Family Independence Agency director Douglas E. Howard was on hand to congratulate Michael on his success.

"Michael has demonstrated that he has the courage within himself to do whatever is necessary to become independent and work his way toward economic self-sufficiency," he said.

Howard applauded the Chippewa County FIA, Michigan Department of Career Development Rehabilitation Services, and the Sault Housing Commission for making significant contributions to Michael's success. Director Howard then awarded Michael with a Certificate of Recognition as the October 2000 Achiever and a gift certificate.

Michael DeYoung

About Michael

Michael DeYoung is a single father of two children—William, age 8 and Grace, age 7—who came to the Chippewa County FIA for assistance in 1995 when he was unemployed and needed help providing for his family. Through the FIA his children received Family Independence Program benefits, Food Stamps and Medicaid during their time of need.

In the past Michael had worked as a short order cook and as a deli clerk, but health problems made it difficult for him to walk or stand for long periods of time. Wanting to provide more security for his children, he was determined to do whatever he could to improve their quality of life.

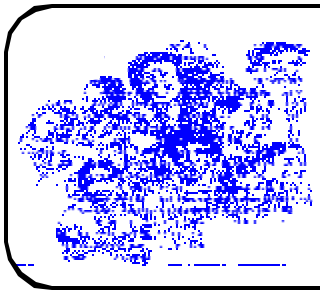
Although Michael was receiving Supplemental Security Income, and was thus deferred from participation in Work First activities, he decided to go back to college to earn a teaching degree.

In May 1999 Michael graduated from Lake Superior State University with a bachelor's degree in secondary education. Following that he completed his year of student teaching at Sault Area Middle School. Michael is now a full-time teacher of government and economics at Rudyard High School. Rudyard, in Chippewa County, is located about halfway to the Mackinac Bridge from Sault Ste. Marie.

His FIP and Food Stamp cases closed October 25 and Michael remains on Transitional Medicaid.

More celebrants

Other special guests joined Howard in praising Michael's accom-



To Strengthen Michigan Families

Achiever of the Month

plishments during his special time Oct. 27. Thomas Bugbee, vice-president of student affairs at LSSU, recognized the great determination necessary to complete a four-year degree.

"Michael is an example for other students that the hard work pays off," said Bugbee, who extended his congratulations on behalf of the university with a Lake Superior State University engraved pen.

State Rep. Scott Shackleton of Sault Ste. Marie was also at the event. He presented Michael with a legislative resolution honoring his achievements.

Beth Pupek, Michael's family independence specialist with Chippewa County FIA, congratulated Michael on his outstanding academic career, which he accomplished while maintaining his family as a priority. Pupek said that Michael made a goal to earn his degree and secure a teaching position within two years on his Personal Responsibility and Family Plan of Service, a goal he completed this September.

"His success will not end here today," said Pupek. "It will continue through Michael's roles as father, teacher, and community member."

Finally it was Michael's turn to return the thanks. Michael thanked Beth Pupek, the Sault Housing Commission and MCDC Rehabilitation Services for assistance while he was attending school.

He attributed much of his success to his family. "They helped out in countless ways whenever I needed it," Michael said.

Michael also recognized his friends for continued support and encouragement

"Anyone can find many reasons to fail, but if you stay determined you can be successful," he said.

Following the ceremony attenders enjoyed hors d'oeuvres, cake and punch while congratulating Michael on all of his accomplishments. Michael truly is an achiever whose example will provide inspiration for many customers who have not yet realized their dreams.

Below: Michael and the motivation for his success.

■ Established in 1993, the Achiever of the Month program recognizes the unique achievements of former public assistance recipients from around Michigan who are making outstanding progress toward self-sufficiency.

For more information consult the FIA website, www.mfia.state.mi.us, and see "Achiever of the Month".

FIA Strategic Plan 2001

The FIA plan to guide itself toward achievement of long- and short-term goals

By Julie DeHaan Horn
FIA Office of Reengineering and Quality Management, Lansing
Telephone (517) 373-4659

Over the past couple years the Family Independence Agency started its new strategic planning process, a continuous procedure that sets the direction to guide the FIA toward achievement of long-term goals while meeting short-term objectives along the way.

The FIA Strategic Plan sets direction through vision and mission, focuses organizational energy and effort through critical success factors. It also defines our organizations' behavior through values.

Strategic planning is a method quite different from what we know as "putting out fires" in our daily business. It uses input from FIA employees and partners to develop and monitor future plans. It is not a one-time process, but a continuous and ongoing effort that is vigilant in guiding us toward our goals.

The FIA Office of Reengineering and Quality Management is responsible for coordinating the agency's strategic planning process. The initial ingredient was the Family Independence Agency's adoption or creation of new vision & mission statements and new agency values, all adopted in 1999. If you are an FIA employee these are listed on your computer screen saver and you may have received them in a handout. They are stated below:

VISION: ***The FIA will be the national leader in human services delivery through employee commitment, customer focus, technology, innovation and effective partnerships.***

MISSION: ***Through community leadership, the FIA helps to improve the quality of life in Michigan by protecting children and vulnerable adults, delivering juvenile justice service, and providing support to strengthen families and individuals striving for independence.***

VALUES: ***Customer Focus, Meeting Employees Needs, Action Oriented, Long Term Focus, Integrity, and Teamwork.***

While vision and mission statements, not to mention agency values, may seem to immediately be ivory tower creations that don't really apply to what you do for the FIA, consider this. The FIA's strategic planning process is a pyramid with the vision, mission, values and critical success factors at the top of the pyramid's hierarchy. The descending base of the pyramid is formed by a progression of our strategic initiatives, our individual business plans that set our office or unit goals and our agency operations.

When viewed in this context, our agency's vision, mission and values provide guidance for each of us, regardless of our particular job or duties in the agency. Strategic planning becomes a process that links us all in an interrelated scheme to achieve common goals.

Another important piece of the strategic planning process is the creation of "critical success factors" (or CSF) and related initiatives to achieve those success factors. Briefly stated, critical success factors are what we need to focus on to be successful. Each year the FIA will determine the initiatives to include under each critical success factor.

Over the coming months, this newsletter will occasionally discuss how stories you read help us achieve our strategic plan. The Family Independence Agency's critical success factors and those initiatives selected for focus during fiscal year 2001 are listed on page 7. I hope you can relate to one or more of these and the way the entire strategic planning process includes you as part of the overall effort.

CRITICAL SUCCESS FACTIOR #1

Continuously improve internal and external customer focused service delivery

1. Child Support Enforcement System.
2. Common user interface.
3. Finger imaging.
4. Strategies for working with "hard to serve" families & client/customer job retention & advancement.
5. Family focus integrating child & family services & family independence services.
6. Customer focused service delivery.
7. Foster care recruitment.
8. Teaming for Excellence.
9. Adult services for aging.
10. Kinship care.
11. Diversity initiative.
12. e-Michigan (the state agency that will coordinate all online state services).
13. Customer self-service.

CRITICAL SUCCESS FACTOR #2

Attract, develop and retain high quality employees

1. Leadership Academy.
2. Competency-based human resources system.
3. Professional development plan.
4. Employee recognition.
5. Applications training.
6. Worker safety and Law Enforcement Information Network (LEIN).

CRITICAL SUCCESS FACTOR #3

Focus on performance management

1. Food stamp accuracy.
2. Electronic performance support.
3. Strength-based solution focus.
4. Peer review.
5. Increased focus on prevention.
6. Development of outcomes.
7. Performance management and development rollout and expansion.

CRITICAL SUCCESS FACTOR #4

Demonstrate leadership in national / state policy development and innovative human services delivery

1. Reengineering of Child Development & Care program including child care background checks.
2. Project Zero.
3. Implement new disability determination process.
4. Role in TANF and food stamp reauthorization.
5. Fatherhood initiative.
6. Paternity establishment and pregnancy prevention.
7. Affordable housing and Individual Development Accounts.
8. Before and after school projects.

CRITICAL SUCCESS FACTOR #5

Align our resources, policy, technology, budget and planning processes to Agency priorities

1. Expansion of Electronic Benefits Transfer for food stamps, FIP & child care accounts.
2. Strategic use of data & data warehouse.
3. Policy reengineering.
4. Strategic deployment of computer systems.
5. Develop technology infrastructure.

CRITICAL SUCCESS FACTOR #6

Develop, strengthen and improve service delivery partnerships

1. Centralized child support collections.
2. Realign volunteer services.
3. Permanency through performance contracts.
4. Balanced & restorative justice.
5. Community-based service delivery.
6. Domestic violence prevention.
7. Special needs child placement.
8. Foster care administration.

Prescott woman volunteers in Costa Rica

FIA employee Gail Petri spends volunteer tour with other partners in development

Information: Barbara DeGroot
Global Volunteers
St. Paul, Minn.
Telephone (800) 487-1074

If you're going to spend six hours a day hauling wood, hammering nails and breaking a sweat, you might as well do it in paradise.

In September 2000, Prescott, Mich. resident Gail Petri packed jeans, work gloves and a generous supply of Ben-Gay and headed south to Costa Rica where she spent two weeks refurnishing a medical clinic and teaching conversational English in a small highlands village near Santa Elena and the Monteverde Cloud Forest.

Gail Petri shares postcards of Michigan with the teacher at Canitas School.

By working shoulder-to-shoulder with local residents, Petri made new friends, recharged spiritual batteries and gained a unique, non-tourist perspective on this Central American country and its people.

"I was so impressed by the hard, manual labor the local community did. Lack of money and resources was not a deterrent," said Petri, who works in human services with the Ogemaw-Roscommon County Family Independence Agency. "The citizens forged ahead using what was at hand and making do."

Petri was part of a Global Volunteers team of six North Americans who worked in the community of Canitas. Global Volunteers is a nonprofit, nonsectarian international development organization based in St. Paul, Minn.

Petri is no stranger to Global Volunteers, having twice served in Mexico through the organization. The Central American experience impressed upon Petri the importance of the world's rain forests and other environmental concerns.

"The trip to the cloud forest changed my life and I will never look at ants, trees … temperature changes or rainy days in the same way," she said. "I understand now the serious damage of global warming to us all and how the temperature changes are affecting all—down to the coffee and banana crops of Costa Rica. I was impressed by how assertively and actively the Costa Rican government is working to save its natural areas."

During their free time, Petri and other volunteers took time to enjoy the gorgeous natural surroundings and visit with the local people. They also toured Tabacon, a hot springs resort near Mt. Arenal, an active volcano.

"It was wonderful to see people making do and being happy with what they have," Petri said. "The ticos are not a people of major wants and are so pleasant to work with."

Founded in 1984, Global Volunteers is a private, non-sectarian, nonprofit international development organization in consultative status with the United Nations. Based in St. Paul, Minn., Gobal Volunteers coordinates about 150 teams of volunteers annually working on projects in 18 countries. Efforts include tutoring school children, teaching conversational English, renovating community buildings, assisting in health care, laying water pipe, assisting with natural resource projects and painting.

■ **Anyone with desire to experience life in a different culture can be a valuable addition to a Global Volunteers team. Volunteers pay a service program fee which covers their costs for participation. Program fees range from $1,395 to $2,395 excluding airfare. U.S.A. programs cost $450 and are one week in duration. All service-program expenses including airfare are tax-deductible for U.S. taxpayers. For more information, contact Global Volunteers via email: email@globalvolunteers.org or Internet: www.globalvolunteers.org or mail: 375 E. Little Canada Road, St. Paul, Minn.**

Make a Difference Day in Highland Park

FIA staff hold book drive, contribute classics and others to local libraries

By Carolyn Dodson, District Secretary
Wayne County Family Independence Agency Highland Park District
Telephone (313) 852-2402

HIGHLAND PARK—In observance of "Make a Difference Day", the Highland Park FIA District staff held a book drive Oct. 9-20, 2000. This project was for the benefit of historic McGregor Library in Highland Park.

Librarian Cheryl Scott told us the library was in dire need of children's books, the classics in particular. Highland Park District staff donated more than 180 titles including classics, self-help books and videotapes on drug abuse awareness.

In addition, Wayne County FIA Volunteer Services approved a grant totaling $500 for this project. The grant was used to purchase 52 new titles for the McGregor Library.

LaVerne Lockett, Ernest Sisco and I, from the Highland Park District, presented the books to Ms. Scott and her staff. We knew what it meant to "make a difference" when Ms. Scott told us that children had been asking for certain classic titles. Prior to our gift, the library did not have a single copy of *Moby Dick* or *To Kill a Mockingbird*.

Ms. Scott introduced us to members of her staff, LaVerne Calloway, the director, and Elma Natt, deputy director, and Carolyn Simpson, who treated us to a tour of the historic building that included a view of the "glass" second floor, museum and art room.

Paperback books that were donated, which were more adult titles, were given to the Detroit Rescue Mission Ministries in Highland Park, an agency established for men who are reestablishing their lives following a past substance abuse problem. Linda Huffman, the Mission librarian, was pleased to accept our donation.

Elma Natt (left) and Carolyn Dodson during the library contribution.

Reading makes a difference

Three Wayne County offices team up for second event

DETROIT—Wayne County FIA Volunteer Services hosted "Make a Difference Day" at Stewart Elementary School on Saturday, Oct. 31, 2000. The staff at the Wayne County FIA Glendale-Trumbull District Office, North Central Children and Family Services and Volunteer Services purchased new books and donated them to the Stewart School library.

This event was supported by the community with donations of carpeting, an aquarium, refreshments and books, audio and videotapes to distribute to the 150 children and parents that attended the event.

During Saturday's event Master Story Tellers entranced the families with stories, while Team Plowden from Plowden's Martial Arts entertained the group with martial arts demonstrations. The message sent by all on this fun filled day was that reading makes a difference in our lives.

Stewart Elementary School is a part of The Schools of the 21st Century. Family Independence Agency volunteer coordinators are working with the Schools of the 21st Century to enhance volunteerism. For more information please contact Wayne County FIA Volunteer Services at (313) 256-1597.

At Halloween, you best beware

Hillsdale County staff and foster parents put on frightful event for foster kids

Employees in masked faces opened doors to greet witches, Dalmatians, penguins, ghosts, ballerinas, skeletons, and a big bad wolf to name a few…

By Jerome Colwell and Gloria Gripman
Hillsdale County Family Independence Agency
Telephone (517) 439-2200

Some of the "treats" at Hillsdale County Oct. 27

HILLSDALE—In a day filled with a year's worth of fun, the entire staff at Hillsdale County Family Independence Agency joined in Halloween festivities Oct. 27, after being sparked by the enthusiasm of foster care worker Kimberly Corts.

The office played host to approximately 60 costumed children and their foster parents who giggled and laughed as they enjoyed the games and planned activities. Musical chairs was among the games, while spooky music filled the air as the children visited the "haunted room" where they shrieked in delight!

It was equally as exciting for staff as they watched the children race to be the first to roll an apple by the tip of their nose across a finish line! An arts and crafts period allowed children to color Halloween pictures and make cards for All Saints Day, which is celebrated on Nov. 1. The children enjoyed snacks of popcorn, candy corn, finger Jell-O and cake.

The finale was a trip through the office to "trick or treat" at each employee's work area. Staff decorated their cubicles with stringed ghosts and pumpkin lights aglow, bats, spider webs, skeletons dangling, Halloween pictures, and cobwebs to create an *eerie* affect.

The children formed a line and paraded through the office, gathering a bag full of assorted candies, fruit snacks, and marshmallow treats. It was a delight to hand out treats to the smiling faces!

The sights or the *frights* of the sometimes-spooky Halloween harmed no one. It was one day in the year when not only these children but also the employees could pretend to be someone else.

Childhood is so brief. Hopefully, this day will be a delightful memory for Hillsdale County's foster children in the years ahead. It will certainly be a day for the employees to reminisce as the sound of laughter and excitement echoed throughout the office.

What a joy to allow these valued children to celebrate!

Summit raises bar on employee safety

First FIA "Safety Summit" makes recommendations for changes, improvements
Employees, administrators, police and union representatives get chance for change

Information: Bill Patrick, Director
FIA Office of Professional Development, Lansing
Telephone (517) 373-9490

HUMAN RESOURCES NEWS
Office of Human Resources

The FIA of the near future could be celebrating Safety Awareness Week in May, have a uniform incident reporting form and procedure, make standardized safety equipment available for all field employees, and work to develop collaborative arrangements with safety partners in every community.

These were among recommendations made during the first "FIA Personal Safety Summit", held Nov. 28 in Lansing, where representatives from the UAW and Police Officers Association of Michigan joined more than 170 FIA employees representing field workers, managers and administrators. The summit—a working session, not a conference—was held to review current employee safety efforts and make recommendations for improvement. The FIA Office of Human Resources organized the summit, which is expected to be an annual event.

"This is a great opportunity to take an agenda very important to us and advance it to the next level," said FIA director Douglas Howard in an opening address. "Personal safety is not a simple topic; there are lots of ideas out there."

The summit included addresses by FIA administrators and recommendations by work groups on Safety Awareness Week, rapid response teams, field support equipment, office safety, home call procedures, incident reporting, training and collaboration with other agencies to ensure safety. Attenders selected their work group participation on a pre-summit selection form.

Much of the one-day summit was spent in work groups, hammering out recommendations that were presented at the end of the day. All recommendations will be administered through the FIA Office of Human Resources. Recommendations are expected to be made available online on the OHR Intranet site.

The summit reviewed safety enhancements in the FIA since the May 1998 death of Macomb County child protective services worker Lisa Putman. Information presented at the summit included:

■ In efforts to improve the safety of field workers making home calls, the FIA has distributed more than 1,300 cellular phones and 1,600 Nextel communication devices to county offices. About 20 counties either use two-way radio communications or are in the process of acquiring them or similar equipment.

■ There have been 26 reported assaults on FIA workers and 64 reported threats made against FIA workers. The assaults comprise about 2 percent of all work-related injuries reported by FIA workers between May 1998-October 2000.

Lt. Kristi Etue, a 14-year Michigan State Police veteran who heads their prevention services section, confirmed State Police backing for the FIA's decision to not support personal protection training in any Lisa's law legislation. Etue said State Police troopers go through 970 hours of equipment training, have significant personal and agency liability from possible sidearm or pepper spray use, and must meet strenuous physical standards before pre-employment training begins.

"There are many similarities between our two agencies. We are both committed to public safety. But our roles are different," said Etue. "The role of the State Police is to arrest and refer to the judicial system. The role of social work is to help. There is no fool-proof safety measure out there for any of us."

Instead, Etue encouraged FIA employees to use the safety measures currently available to them. "Do you practice with your Nextel?" she asked. "When a situation occurs and your heart is pounding as hard as it can, do you know how to use the Nextel?"

Home help, home helpers both rate high with adult services customers

Adult independent living services survey reveals high level of satisfaction

By Rob Cecil, Director
FIA Office of Adult Services
Telephone (517) 335-6358

Recently, Michigan's Long Term Care Work Group issued a major report on innovations, challenges and solutions regarding long term care for adults – a subject that should be of great interest to those few of us who are aging. Among the findings and related observations:

■ Aging citizens prefer to age in their own homes, to remain independent, to choose their support services and the individuals who provide them.

■ Michigan's MIChoice waiver program is designed to keep vulnerable adults out of nursing homes through in-home care supports.

■ A recent Supreme Court decision directs states to assure that individuals are offered alternatives to institutional care.

For anyone familiar with the FIA's Home Help Program, the response to this news confirms what we already knew – the Home Help Program is ahead of its time.

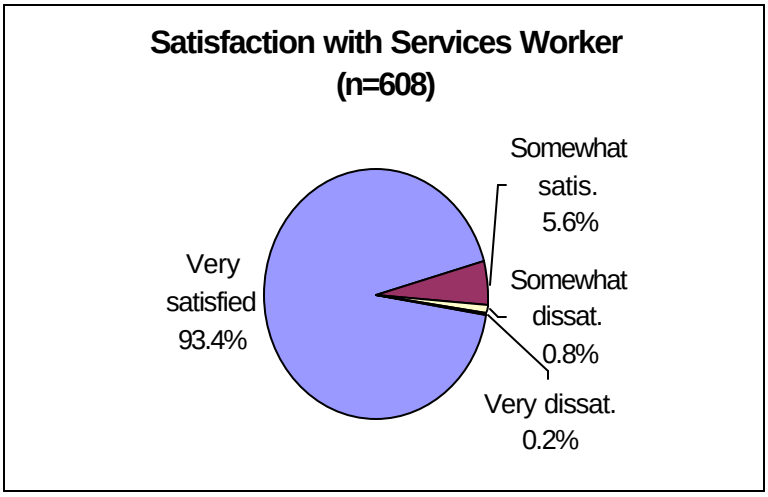
For 20 years the FIA has administered the Home Help Program, a customer choice, in-home personal care program that last year delivered over 25 million hours of care to 38,000 customers at an average cost of $6 per hour. Besides being one of the largest agency-administered personal care programs in the country, home help is one of the best. It is closely aligned with the FIA mission protecting vulnerable adults and strengthening individuals striving for independence and the FIA value of customer focus.

In keeping with the FIA value of customer focus and the critical success factor of continuously improving internal and external customer focused service delivery, the Office of Adult Services, in partnership with the Office of Quality Control, conducted an extensive telephone survey of home help customers. We wanted not only to measure the level of customer satisfaction with their providers and program services, but also to determine how customers viewed the role of their adult services workers – i. e., were they treated with dignity and respect? We are pleased to report the results:

■ 99 percent of customers were either very or somewhat satisfied with their worker.

■ 98.5 percent of customers felt that their adult services worker treated them with respect and;

■ 97.9 percent of customers were either very or somewhat satisfied with the services that they received.



Survey methodology & findings

To ensure the survey was valid and statistically significant, the Office of Adult Services worked closely with the FIA Office of Quality Control and Special Projects. As their customer, we received a quality product thanks to the superb work of Carol Rall, Linda Kohl and their staff.

In conducting the survey, the Survey Center staff drew random sample of 1,313 home help customers and interviewed 55 percent, or 720. The survey's margin of error based on sample size and this high level of participation is less than 4 percent.

Of those interviewed: 74.3 percent were female with an average age of 60 years; 26.3 percent were 65 to 79 years of age; 17.1 percent were 80 years or older; 55 percent lived alone while 33.5 percent lived with relatives; 5.2 percent live with spouses.

Because the Home Help Program emphasizes customer choice, encourages personal responsibility and makes payments to relatives or friends, there is a considerable amount of non-paid "value-added"

services provided to customers. More than 25 percent of survey respondents indicated they received non-reimbursed help from their providers with medical transportation, errands, yard work, bill paying and medical monitoring.

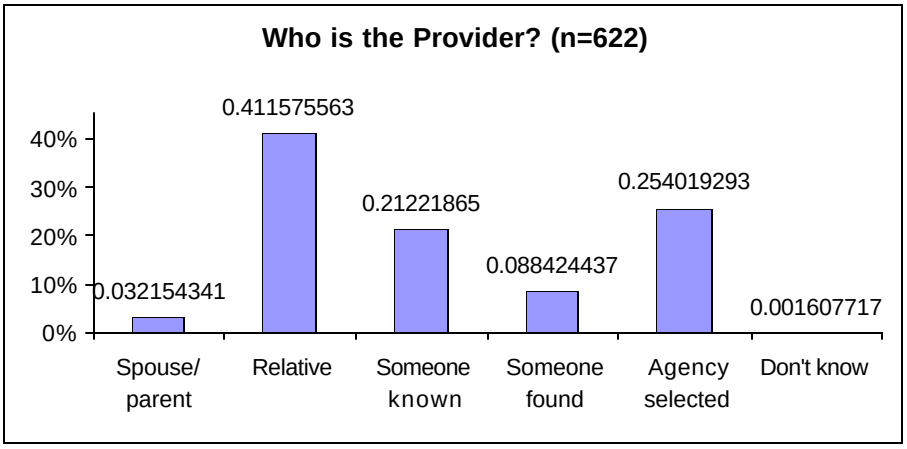
Customers also indicated a high degree of satisfaction with their providers. More than 97 percent of survey respondents said they were either very satisfied or somewhat satisfied with their provider. This is due in large part to the fact that customers choose providers who are known to them—44.4 percent of providers are relatives and 21.2 percent were known beforehand.

This is an important finding because home help customers are either frail elderly persons or adults with a developmental disability who are vulnerable to exploitation or neglect. Having a known and trusted provider to assist with personal care tasks such as bathing or toileting preserves individual dignity while reducing the likelihood of abuse or exploitation.

When asked how important it was to choose their own personal care provider, 90.3 percent of respondents said it was very important and 6.5 percent said it was somewhat important. As advocates for vulnerable adults, it is important that we listen to our customers as we design programs and policies.

In addition to validating the importance of the Home Help Program to customers, the survey sought to discern the importance of adult services workers in the quality equation. In other words, how did customers perceive their workers? In addition to the 99 percent satisfaction rating reported earlier, 87 percent of survey respondents reported they felt comfortable talking to their workers about a personal matter.

Through advocacy, person-centered planning, knowledge of community resources and quality case management, adult services workers assist aging Medicaid-eligible individuals to arrange necessary services and to monitor the quality of those services.



To supplement the telephone survey we visited customers, observed their interactions with workers and asked about the importance in their lives of the Home Help Program and their adult services workers. Their comments included, "She listens to me and helps me feel safe," "My worker helped me get a new apartment, now I don't worry about someone breaking in," and "When I'm lonely I call (my worker). She's all I got – she makes me laugh."

Finally, we asked how important the Home Help Program was in helping customers stay in their own homes and preventing the more costly and less independent alternative of nursing home placement. Ninety-four percent of respondents said it was very important and 4.7% said it was somewhat important.

As an agency committed to customer service excellence and a national leader in human services delivery, we offer the Home Help Services Program as an example of cutting edge programming. While national policy makers are debating how to control spiraling long-term care costs and worrying about the demands on public resources caused by the demographic imperative of the aging baby boomer generation, the FIA has been quietly administering this effective program for two decades.

The adult services mission is, "We listen to our customers. We advocate, inform and encourage consumer choices that result in adults living with dignity in least restrictive community settings. Through our partnership efforts we broker resources that enable least advantaged adults to obtain access to necessary programs and services. We monitor the quality and delivery of services for the purpose of reducing risk of harm." The Office of Adult Services congratulates the local adult services workers whose competence and compassion made these results possible. The complete survey is available by contacting the Office of Adult Services.

■ **Graphs courtesy FIA Survey Center.**

The Fort Wayne District in Detroit PROUDLY presents

Belynda McKeller-Nabors
Achiever of the Month for September 2000

By Nancy E. Patterson, Project Zero Coordinator
Wayne County Family Independence Agency Fort Wayne District, Detroit
Telephone (313) 554-8312

DETROIT—A gala event was held Sept. 21 at the "Fort" in Detroit to honor Belynda McKeller-Nabors as Michigan's 83rd Achiever of the Month. Belynda is a very worthy candidate, having achieved much and overcoming many obstacles to reach her goals.

She wasn't alone on her big day at the Fort, our nickname for the Fort Wayne District office. Belynda's husband, three youngest children, parents, family, pastor and friends were all on hand for the celebration.

Also attending were: Sarah Rubin and Ms. Uteck of The Salvation Army Evangeline Center for Women and Children; Vastene Nolan of New Step Post Treatment Center; Roslyn Teasley from Travelers Aid Society; Aimee Davis from our Work First partner—Ross Innovative Employment Solutions; and many staff members from the Fort Wayne office.

Mark Jasonowicz, state Family Independence Agency deputy director, was on hand representing FIA director Douglas Howard. Richard Stylski, FIA Zone IX manager, was also on hand representing Wayne County FIA director Jerome Rutland.

The day began with a fabulous luncheon. Afterward, Fort Wayne District manager Veronica Madrigal opened the event, introducing Jasonowicz. "All our customers could be achievers," said Jasonowicz. "Often we hold the key to that success so we must be diligent.

"I think Henry Ford said it best when he said coming together is a beginning, keeping together is progress, working together is success."

Belynda McKeller-Nabors

New beginnings

Belynda first began receiving public assistance in 1983 when she applied for AFDC. "Belynda was a second generation welfare recipient," said Jasonowicz. "She first turned to the Family Independence Agency for assistance in April 1983."

At that time she was single and having a difficult time providing for her family. Belynda received AFDC, food stamps and Medicaid for a number of years. Lack of a high school degree, poor work habits and drug use undermined her ability to join the work force.

Jancsi Reeves

In March 1999 Belynda's case was assigned to Jancsi Reeves, family independence specialist at the Fort Wayne District. At the time Belynda was in a drug rehabilitation program at The Salvation Army. Belynda has eight children and was determined to get herself off drugs and get her life together. During her eight month stay in the program Belynda married Julius Nabors, the father of her children.

After completing the program, Belynda and her husband experienced difficulty securing adequate housing. For more than six months the family lived in a one-bedroom apartment. Finally, after a lengthy search and numerous referrals from agencies including New Step, Southwest Detroit Community Mental Health and Traveler's Aid, the family finally secured appropriate housing.

Belynda went through the Work First Program and obtained her GED. During this same time she secured employment at Professional Garment Service in Detroit working the 4 p. m. to 11 p. m. shift six days per week.

"Meanwhile, her husband Julius was working 40 hours a week at Warrick Clutch Company as a clutch rebuilder," said Jasonowicz. "On April 30 of this year her

Family Independence Program case closed due to income. The family continues to receive food stamps and Medicaid."

Jancsi Reeves, Belynda's FIS, said she began to show an interest in going further with her career.

"Belynda called one day and asked, 'How do I get into college?'" said Reeves. "I provided her with information about the Educational Opportunity Center at Wayne State University.

"She went there and they helped her get the financial assistance to go to Wayne County Community College, where she enrolled for the winter semester."

Belynda plans to further her education by attending WCCC and then Wayne State University. She has set many goals for herself with the most important being, "To stay straight, no matter what."

Back to the ceremony

Many family members and friends at the ceremony had great things to say about Belynda. Paul Hester, her pastor at Bethlehem Tabernacle Church of God in Christ, fed our souls by reminding us where to turn for strength in times of trouble and in the good times. Joseph Howard, representing the office of U. S. Rep. Carolyn Kilpatrick of Detroit, presented Belynda with a legislative proclamation on her achievement. Jancsi Reeves and her fellow staff members presented gifts to Belynda on behalf of the District staff that can be used for school.

A cake and punch reception closed the ceremony. Belynda's school age children did not attend but we decided to send them something special. Upon their arrival home from school they received a half-a-sheet cake which was a duplicate of the one at the reception.

Reeves said whatever Belynda sets out to do will be accomplished.

"It has been a rewarding experience to be the specialist on this case," Jancsi said. "It has been a lesson for me to see someone so determined to improve herself and thereby strengthening her family. She has never expressed anger about the many setbacks she encountered."

Belynda credits her faith in God, her family, the rehabilitation and post-treatment staff members who worked with her for helping her through the rough times. She expects nothing less than the best from herself to offer to her family.

One of Belynda's brothers who attended the event confided to me how encouraged he is by his sister. "I am proud of her accomplishments thus far and expect to see many more," he told me. The evidence of her family's feelings was in the number on hand, as more than 30 family members attended the event.

Belynda spoke of love for her family, her struggles and keeping it together even when things are shaky.

About 30 family members and friends supported Belynda on her special day .

"I never expected so many of my family to show up for the event. I am proud they are so very proud of me," she said.

We all cried and passed two boxes of tissues around as her very words and the humility with which she spoke touched each of us.

Belynda is hard working and humble. She has stayed, as she said, "On Thanksgiving Boulevard and not turned to Complaint Avenue." We at the Fort Wayne District family salute Belynda McKeller-Nabors.

2000 Michigan adoption conference a big success

Three-hundred attended with 50 agencies represented

By Sue Boyd
FIA Adoption Services Division, Lansing
Telephone (517) 241-9200

MIDLAND, Mich.—The FIA-sponsored adoption conference held in this mid-Michigan city last September surpassed its goals in terms of attendance and impact.

More than 300 professionals, including 171 private agency staff representing 49 agencies and 129 FIA staff, attended "Michigan Adoption Conference 2000 - Working Together", held last Sept. 26-28 at the Valley Plaza Resort in Midland. The FIA Adoption Services Division hosted the event to offer adoption workers, supervisors and administrators from the public and private sector the opportunity to gain information and insight on a wide variety of adoption topics.

Adoption conference planners Sharon Graham and Susan Boyd.

Jean Hoffman, adoption program manager for the Family Independence Agency, welcomed participants and thanked everyone for their success in placing Michigan children in adoptive homes. The FIA and its private contract agencies helped 2,417 children find permanent, loving homes in fiscal year 1999.

"Because of our success in finalizing adoptions for special needs children," said Hoffman, "Michigan received federal incentive payments totaling more than $2.4 million from the Department of Health & Human Services since September 1999. These federal incentive awards funded 31 post-adoption initiatives throughout the state."

Hoffman said projects include professional and adoptive parent training, adoption awareness campaigns, crises intervention services, family stabilization in-home services, wraparound services, educational advocacy, mentoring, and support groups for adoptive families and camp scholarships for more than 1,350 adopted children.

Other key conference speakers included:

■ Zena F. Oglesby Jr., founder and executive director of the Inglewood, Calif.-based Institute for Black Parenting, who spoke on "Collaboration in the New Millennium".

■ Shane Salter, director of foundation giving with the Freddie Mac Foundation in McLean, Va., who gave an inspirational account of his life growing up in the foster care system and later adopting two special needs children.

■ Judy Bowman and Susan Ramsey of the Texas Department of Regulatory Services joined Sheri Jones, news anchor with WLNS, TV 6 in Lansing. The trio spoke on the critical role media can play in adoption awareness. This panel shared the details of an innovative adoption recruitment project in "deep East Texas" involving a small church and community that adopted more than 50 special needs children. Their presentation included video footage on the program from "Good Morning America" and the "Oprah Winfrey Show" and a People magazine story highlighting the project.

■ Staff from the FIA adoption subsidy unit, who hosted an entertaining and informational session called "Who Wants to be a…Subsidy Expert?"

In addition to these speakers, 15 workshops covered a wide variety of adoption topics during the three-day event. Conferees also took time for networking with associates, sharing wonderful meals, dancing and playing "Game Mania" a popular interactive activity between attenders and an emcee that mimicked a game show.

"The conference was very successful," said Hoffman. "We received positive comments on the excellent, inspirational speakers, informative presentations and opportunity to network. Staff left the conference feeling highly energized and committed to doing their best for the children and families we serve."

FIA announces $327,000 in new child care grants

114 licensed and registered providers receive funds
EQUIP grants help build infant, weekend & evening service

LANSING—The Family Independence Agency announced Dec. 6 $327,746 in new grants were awarded to child care providers in Michigan. Grants were awarded to licensed or registered providers who serve children from low-income families subsidized by the FIA.

"These grants will provide greater licensed child care options for low-income families," said Gov. John Engler Dec. 6. "They will help provide safe, licensed environments for public assistance and low-income parents who are pursuing self-sufficiency in the Michigan workforce."

The grant program, called Enhanced Quality Improvement Program or EQUIP, is aimed at increasing the quality and quantity of child care in Michigan. Special focus is on increasing infant and toddler care, care for children with special needs, and care during nontraditional working hours.

One hundred and fourteen applicants secured grant awards ranging from $782 to $3,500. Lansing-based Michigan 4C Association, the leader in the field of child care resource and referral services, selected the grantees.

Funded proposals address equipment, computers and resources to build child care capacity throughout the state, support childhood development at care centers and improve staff knowledge and caregiver techniques.

"In the EQUIP program special attention is directed to developing child care during afternoon, evening and weekend work shifts and care for infants and children with special needs" said FIA director Douglas E. Howard.

"The success of welfare reform activities revolves around parents' ability to enter and stay in the work force. One of the most important supports a parent can have is safe, affordable and available child care that meets their needs and schedule.

"Grants awarded through the EQUIP program help develop those supports."

Grants were made to providers in 44 counties. For information on the name, city, grant amount and details for EQUIP grantees in any county, contact the Michigan 4C Association through this toll-free number: **(800) 950-4171**.

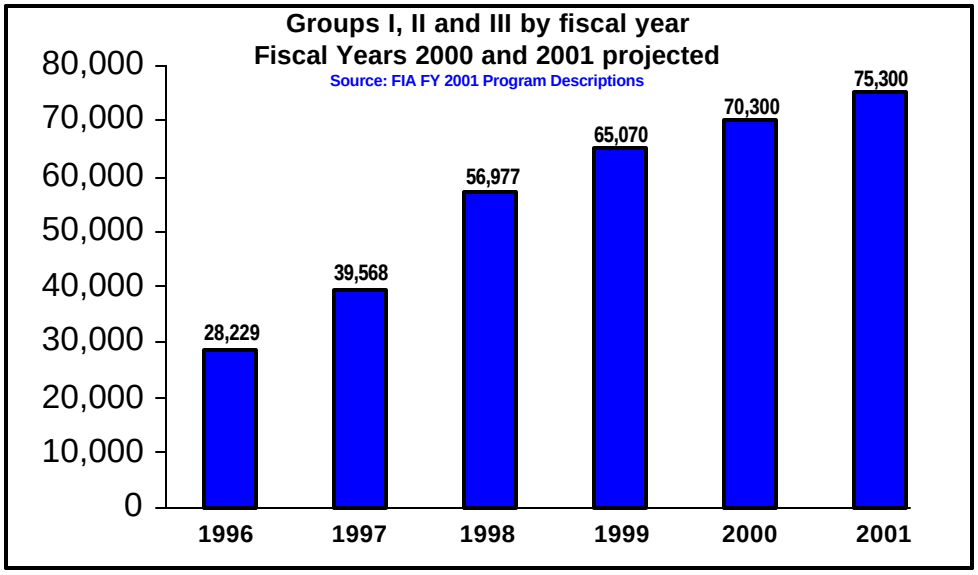
If more than one grantee per county, the number is bracketed: Alcona, Allegan, Barry (3), Bay (4), Branch, Calhoun (3) and Cass (2), Chippewa (8), Clinton (2), Eaton (2), Genesee (4), Grand Traverse (2), Houghton, Huron, Ingham (4), Ionia, Iosco (2) and Isabella (3).

More county grantees: Jackson (4), Kalamazoo (5), Kent (8), Lenawee (2), Macomb (4), Manistee (2), Marquette (2), Mason, Mecosta, Midland, Montmorency, Muskegon (6) and Newaygo.

More county grantees: Oakland (3), Oceana, Osceola, Ottawa (5), Presque Isle (4), Roscommon, Saginaw (4), St. Clair (5), St. Joseph, Tuscola, Van Buren, Washtenaw and Wayne (9).

EQUIP grants are provided regularly by the FIA through the 4C Association. Earlier awards were made in June 2000—when $579,609 was awarded to 205 caregivers—and in March 2000, when $345,631 in grants were awarded to 118 child care providers.

Child Development and Care Caseload



Weatherhead crew are heroes in Newaygo County

Grand Rapids roofers save the day for small town family with big-time problem

By Dawn Bushouse, Volunteer Services Coordinator
Newaygo County Family Independence Agency
Telephone (231) 689-5540

GRANT, Mich.—Six guys and a truck from Weatherhead & Sons Inc. in Grand Rapids saved the day for a family from this 764-population town whose roof dripped in 40 places every time it rained or snowed.

The roof is on a home owned by a single mom of seven children who couldn't afford to pay to have it fixed and who just "fell through the cracks"—not meeting eligibility criteria to get the repairs done by a community development agency, Habitat for Humanity or FiveCAP. She didn't qualify for a bank loan, either. Yet she couldn't go through another winter and spring with pots and pans catching drips in every room.

Finally a worker at Newaygo County FIA, Venessa Luevano, overheard her frantic co-worker, Barb Mitchell, searching for resources. Venessa volunteered her husband who is a roofer. He got his boss and co-workers excited about the project. His boss offered the truck and tools, and the guys offered a day of pro bono work.

The six guys worked without pay on Oct. 20 from 7 a. m.-7 p. m. fixing a roof that had defied repair. Others helped too. Newaygo County Community Services paid for the shingles and the dumpster, and Schultz Septic Tank Service provided a port-a-jon. Marvel Thompson, an FIA retiree, cooked up a delicious hearty lunch for the Weatherhead boys.

Much more needs to be done on this home, but the family is warmer and dryer this winter thanks to the Weatherhead & Sons crew.

The family who needed a roof thinks these Weatherhead guys are heroes: Hilario Luevano, Gerald Barnes, Cliff Vander Ploeg, Roy Vela, Glen and Jerry Fredricks.

■ **This story meets a business plan goal for the Volunteer Services Program—to recognize staff and promote community relations for Newaygo County FIA.**

New foster parents program

Project aims to increase number of foster parents

Michigan will participate with four other states and an Illinois university to certify and train foster parents in the Midwest.

The Child Welfare League of America, Illinois Department of Children and Family Services, Michigan and four other states are partners in the "Foster Parents Digital Curriculum Project". Other partners include Illinois, North Dakota, Texas and Louisiana.

University Park, Ill.-based Governors State University received a grant totaling $432,716 from the U.S. Department of Education to create an innovative distance learning program for foster care parents nationwide. The project will help to address a national shortage of licensed foster care parents by providing an opportunity for foster parents to take recertification courses and build new skills via the Internet, CD-ROM, video and other technology.

The proposed implementation time for the project is three years at a cost of $2.7 million. Key technological innovations include a computer-based modular curriculum with core training and supplementary modules for specialized training. The digital library will store information in formats that can be accessed without special conversion and will accommodate Internet and non-Internet options. The federal grant will cover project activities for one year.

In order to become and remain certified, foster parents must complete approved training programs. Years of interstate cooperation have produced a quality curriculum that is widely accepted and approved but offered only in classrooms at places and times when many foster parents are unable to attend. This has contributed to a national shortage of foster parents and many more in danger of losing their licenses.

Youth forum candidates through Jan. 31

Michigan high school sophomores and juniors with disabilities can take part in the competitive application process for a unique leadership program if they act by Jan. 31. Application packets for the Michigan Youth Leadership Forum were mailed to Intermediate School Districts in Michigan and a number of disability-related agencies. The deadline to return applications and be considered for participation is Jan. 31, 2001.

The Michigan Youth Leadership Forum is a five-day event that will take place during June 24-28, 2001 at Michigan State University in East Lansing. Thirty high school sophomores and juniors with disabilities will be selected based on their responses to four essay questions as well as other application criteria. Michigan Commission on Disability Concerns is coordinating the program. For more information about the forum, contact Michigan Commission on Disability Concerns by phone at (517) 334-8000 voice/TTY; toll free 1-877-499-6232 voice/TTY; email mcdc@state.mi.us; Internet www.mfia.state.mi.us/mcdc/mcdc.htm.

All "zeroes" in Wayne County

continued from page 1

zero, which did so in little more than 13 months. When the district joined Project Zero October 1, 1999 it had 1,725 target FIP cases, 1,101 of which were not earning any income.

By the end of September 2000, the Glendale-Trumbull District had 851 target cases, 354 without earnings. This was the group reduced to "zero" on Nov. 13. Glendale-Trumbull District manager Dorothy Mims said their success was the result of collaboration between the city of Detroit, Work First partners and FIA staff.

"We had three Work First partners—Operation Help, Jewish Vocational Services and the Arab-American Chaldean Council—whose staff worked directly with our family independence specialists (FIS) to help our customers make the transition to work.

"Our FIS staff worked intensively with customers on home calls, helping motivate them to enter the world of work."

Mims said the city of Detroit, their Michigan Works Agency, was very involved. "Because we had so many partners and such a large shared caseload, the city of Detroit was more visible as a partner and regularly attended our group meetings," she said.

"Dorothy Mims and her staff from our Glendale-Trumbull District office have reason to be proud," said Wayne County FIA director Jerome Rutland. "As a county we set a goal earlier this spring for each district to reach zero.

"I made a bold statement in March that all Wayne County districts would be at zero before the end of the year. Today that boast is a reality, and Project Zero customers, staff and partners all across Wayne County can share in this success." Rutland said.

"This is a fantastic accomplishment, and I don't use that word very often, considering where we started and the poverty in this community. We worked in public housing, with neighborhoods that are largely non-English speaking and we've hit zero in every area of Wayne County.

"We now need to take advantage of this momentum and move to the next step—providing our customers with career path education and training opportunities so they can upgrade to better jobs. There is still a lot of work to be done to help our customers become truly self-sufficient and improve their overall quality of life."

The Glendale-Trumbull collaboration was typical of the pattern of success seen so often in Project Zero counties, said state FIA director Douglas E. Howard.

"A critical factor—perhaps the most critical factor—is that communities work together to form partnerships and help public assistance recipients make the transition from welfare to work," he said.

"Wayne County has set an outstanding example that any metropolitan area in the country can emulate. Their success under Project Zero shows the program can work anywhere, regardless of a community's economic profile and regardless of whether or not there are local jobs or essential services."

Started in 1996 in two Detroit neighborhoods and four other counties, Project Zero is a cooperative welfare reform initiative involving state and local agencies, businesses and service providers. All tolled, 81 of 103 FIA counties and Wayne County districts have reached "zero" at least once since Ottawa County first reached zero on Sept. 15, 1997.

State level partners include the FIA, Michigan departments of Career Development, Transportation, and Community Health, and the Michigan State Housing Development Authority. Local projects access state resources through formal agreements between state and local agencies to develop local services.

Employee telephone depression screening program

Program expanded for 2001 to include alcohol

Call 1-800-887-5676 for a free, private, personal and confidential session

For the past five years, the state of Michigan's Employee Service Program has sponsored a free and confidential telephone screening for depression. Last year 3,829 state employees and family members utilized this program. This year, the screening program is being expanded in four new directions:

- Callers may now obtain a screening for alcohol problems, as well as for depression.
- The program is now available throughout the entire year.
- Callers may choose to take the screening either in English or in Spanish.
- Retired State of Michigan employees and their adult family members are now eligible for this program.

We encourage you and your loved ones to utilize this valuable resource. It is simple, free and anonymous. Call 1-800-887-5676 and spend three to five minutes responding to pre-recorded questions to receive an immediate result. The screening is not diagnostic and doesn't take the place of a personal examination, but it can tell you if your symptoms are consistent with either or both of these conditions. As in past years, the call is anonymous and completely confidential.

Between 17 and 20 million Americans experience depression each year. Over 80 percent who seek treatment will improve, but only a small percentage of people actually reach out for help. More than 14 million Americans experience problems with alcohol. For some, alcohol use is tied to underlying problems like depression.

Depression and alcohol misuse are not signs of personal weakness. They are illnesses that respond to treatment and deserve the same attention we give to the many other illnesses that confront us in the course of our lifetime. If you are affected by either of these conditions, help for yourself and your family is one phone call away.

- This program is administered by the Office of State Employer.

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