

## Patients, staff showcase talents during OSH Holiday Pageant



By Robert Yde,  
Public Affairs Specialist

Patients and staff from the Bridges/Trails Choir perform during the OSH Holiday Pageant.

From renditions of well-known holiday standards to a quirky reimagining of a classic holiday story, patients and staff were treated to an abundance of holiday cheer during Oregon State Hospital’s Holiday Pageant.

Patients and staff from Bridges, Springs and Trails came together for two performances December 18, while Harbors patients and staff held a separate event the same day. Mixing the traditional with the original, patients and staff performed a variety of holiday-themed skits, as well as vocal and instrumental versions of popular holiday songs.

Inspired by other community-building events such as the Arts Festival and the

monthly open mics performances, the day’s events marked the first hospital-wide holiday celebration in years.

“This can be a hard time of year,” said patient Jon Johnson said. “Hopefully, we made somebody’s Christmas a little bit brighter.”

Johnson said his goal was to have fun and entertain the audience, especially in his role as Marley — that’s Bob, not Jacob — during a Jamaican-inspired take on Charles Dickens’ “A Christmas Carol.”

“It was a good time,” he said. “Performing helps me keep my spirits up, and I wanted to pass that on to others.”

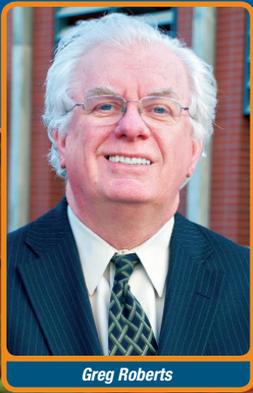
To see photos of more holiday happenings from around the hospital, turn to page 11.

### In this issue...

Patients, staff showcase talents during OSH Holiday Pageant .....	1
Message from the superintendent.....	2
Team Recognition – October/November .....	4
Ways you can help the OSH Museum of Mental Health.....	5
Planning for a disaster.....	6
New nursing report will save valuable time .....	7
Ending the paper chase: Avatar billing comes online .....	8
A Culture of Safety and the Six Core Strategies .....	9
Safety is everyone’s responsibility.....	10
January 2013 EDD events.....	16

### OSH Recovery Times

is edited by Robert Yde. Contact him at 503-947-9982 with questions, comments or suggestions.



Greg Roberts

# Message from the superintendent

Dear OSH Team:

As the year comes to an end, it's important to take time to reflect on everything we've accomplished at the hospital over the last 12 months. In a fast paced work environment like OSH where three new tasks await us for each one we complete, it's easy to lose sight of the big picture. It's true that we have a long way to go until we reach our vision and become the hospital we strive to be. However, if we look at our recent continuous improvement efforts, we have a lot to be proud of.

To celebrate our "wins," here are just some highlights of significant changes we made to both improve patient care and make our jobs easier.

## 2012 highlights

- To kick off the year, we implemented the State Hospital Review Panel to determine when tier two patients are ready for discharge or conditional release. As of Dec. 17, there have been a total of 160 patients under SHRP jurisdiction. SHRP has held 132 hearings, conditionally released 27 patients and discharged 25 patients – 13 because the term of their commitment ended and 12 because they no longer meet the criteria for jurisdiction.
- We completed a successful Joint Commission survey, receiving full accreditation and an abundance of praise from the surveyors.
- After more than a year of transition in Salem, we completed our move into the new hospital.
- Our enthusiastic Employee Recognition Committee initiated a recognition program that provides monthly awards to both individual and teams. The committee has also been active in planning staff and team-building activities, such as OSH Day at the Ballgame and helping FNS and Rehabilitation Services with our recent holiday parties.
- We continued to expand our use of Lean methodology throughout the hospital, resulting in several notable

*(continued on page 3)*

## Message from the superintendent

*Continued from page 2*

improvements. Lean tools, such as rapid process improvements (RPIs) and work team initiatives (WTIs), have helped us achieve:

- » A reduction in the approval time for visitor applications from 37 to 2 days;
  - » The creation of a more efficient electronic-based trip slip process, saving staff and patients time and frustration; and
  - » Considerable cost savings in a number of areas. For example, by simplifying the way we use interpreter services, OSH is now saving approximately \$100,000 every month and providing more services at a lower cost.
- We continued to see progress in the three areas we set as hospital-wide priorities earlier this year:
    - » **Safety:** We have seen a decrease in the number of serious injuries to patients and staff resulting from assaults;
    - » **Patient care:** We continued to expand our use of Avatar by introducing additional features, moving us closer to having a truly comprehensive tool for managing patient information; and
    - » **Fiscal:** By introducing a new scheduling system and making some adjustments to our staffing, we have significantly reduced our use of overtime and agency staff, cutting down on one of our largest expenditures. In addition, we have seen a considerable reduction in mandatory overtime.
  - In order to provide better care to our civil patients, we selected and moved 20 patients from Portland to Salem. These patients, now living on Leaf 2, are benefiting from the resources offered by the Trails mall, and Portland's staff now has the resources and space they need to increase the weekly active treatment time of their remaining patients from 10 to 20 hours.
  - We have held several events designed to promote staff and patient interaction, including a world café event (hosted by our Leadership Academy participants), the Arts Festival and our ongoing concert series.

We've come a long way, for sure, but we have so much more to do. There is no shortage of challenges to be addressed in the year ahead. That said, I have full confidence that, working together, we will continue to move forward.

In closing, I want to extend a heartfelt thanks to all OSH staff for your hard work this year. Your steadfast commitment and passion for providing our patients with the best possible care is what continues to make all of these achievements possible.

Sincerely,



Greg Roberts  
Superintendent

# Team Recognition – October/November

By the Employee Recognition Committee

The Employee Recognition Committee would like to congratulate the October and November winners of the Team Recognition Award. Below, you'll find descriptions of each team's accomplishments.

## OCTOBER

Category: Supporting recovery  
Staff of Leaf 2, Arts Festival team

### Staff of Leaf 2

In September, the staff of Leaf 2 found out their unit would transition from a forensic unit to a civil unit to serve 20 patients who were to be transferred from Portland. The staff had little to no experience working with this patient population, and while they had their apprehensions, Leaf 2's staff came together and accepted the challenge head on.

Working tirelessly, staff ensured their former patients would be transferred to units where their individual needs would be best met. After finding appropriate homes for their 21 former patients, the team participated in a week long training to learn about the differences in caring for this patient population to OSH. By the end of September, Leaf 2 reopened as a civil unit, and since that time staff have embraced their new mission.

Although this change initially pushed many staff to the edge of their comfort zone, the Leaf 2 team has created a wonderful environment for their patients in which they can thrive and recover.

### Arts Festival team

Bringing together patients, staff and community partners, September's Arts Festival was a huge hit. Festivals in both Portland and Salem provided a fun-filled day of activities, including music, arts, games and food.

Planning for the event began months in advance, with the team applying for and receiving a grant from the



The Code Blue team and members of the Superintendent's Cabinet.

Peggy Ross Trust Fund, which they used to finance the festival. Coordinating the event required a hospital-wide effort, and the team worked closely with staff from Facilities, Food Services, Volunteer Services and Security to ensure the event was a success.

Their thorough planning and commitment to creating something truly special resulted in a memorable experience for everyone involved.

## NOVEMBER

Category: Improving quality  
Code Blue team

Although OSH is not a medical hospital, our medical staff must still be able to quickly and effectively respond to a medical emergency. When such an event occurs at OSH, it is known as a Code Blue, and during the past

*(continued on page 14)*

# Ways you can help the OSH Museum of Mental Health

By Kathryn Dysart, Oregon State Hospital Museum Board

“I’ve worked at this hospital for nearly 30 years, and I’ve never been able to explain to my friends and family what it is I really do. Now, I can bring them to the museum and show them!”

Since opening in October, we have heard comments such as this from OSH staff time and time again. Some of you have even been moved to tears by exhibits that documented difficult periods in the hospital’s history. Whatever your reaction was though, all of you have expressed your appreciation for the information and displays available at the OSH Museum of Mental Health.

The museum currently relies solely on volunteers and is open Tuesday, Friday and Saturday afternoons, from noon until 4 p.m. In the near future, we hope to increase our hours, as well as begin to introduce a number of new options.

Some of our plans include a virtual museum available online, a community speakers series, research opportunities for graduate students, a curriculum about mental health for high school and college students, traveling exhibitions to be displayed throughout Oregon, walking tours of the hospital’s campus, and new exhibitions in the museum every six months. Ambitious? Yes. Possible? Yes, but we’ll need your help.

The Museum of Mental Health is fully funded by donations and membership fees. By becoming a member, you help ensure the museum has the resources needed to continue telling the story of Oregon State Hospital. Individual memberships are available for \$35, and family memberships are available for \$55. Membership provides unlimited free admission to the museum.

Another way you can help is by volunteering. Volunteers are needed to help with a variety of duties and projects — everything from providing guided tours to assisting with research and collections management.



The Museum of Mental Health is seeking members and volunteers to help ensure it has resources needed to continue telling the story of Oregon State Hospital.

We also have a number of planning committees that we would like to have OSH staff involved with, such as education, marketing, collections and exhibits. But most of all, we want to hear from you.

After all, this is your museum — what would you like to see it become?

To become an OSH Museum of Mental Health member or find out more ways you can help, stop by during an open day or visit [www.oshmuseum.org](http://www.oshmuseum.org).

# Partnership, preparation key to disaster planning

By the Emergency Preparedness Committee



Thirty-five representatives from the 12 local hospitals making up the Region 2 Healthcare Preparedness Coalition met at Oregon State Hospital November 16 for their monthly meeting. OSH is the newest member of the group, and this was the first time the hospital hosted the event.

Hope for the best; plan for worst. Given the recent damage Hurricane Sandy caused on the East Coast, it's easy to understand the importance of disaster and emergency planning.

While there are many steps that we can take to make sure Oregon State Hospital is prepared for an emergency, an event such as a major natural disaster will affect the entire region, not just the hospital. That is why it is so important that we are familiar not only with our resources, but those available throughout the community as well.

Recently, OSH joined a network of 11 other valley hospitals and county agencies known as the Region 2 Healthcare Preparedness Coalition (R2-HPP). Representatives from these agencies meet monthly to discuss the options and resources (including federal grant funding) available among

them. Meetings typically include updates from each hospital on its Incident Command System — a systematic tool used for command, control and coordination of an emergency response — as well as planned or completed exercises and lessons learned from their exercises. As part of the Emergency Preparedness Committee's planning process for future exercises at OSH, committee members have attended and observed several of our partners' exercises.

## **Communicating during an emergency**

One of the greatest challenges during a disaster is communication. However, by working closely with their partners, Region 2 hospitals should be better able to effectively communicate and assist one another

*(continued on page 15)*

# New nursing report will save valuable time

By *Roberta Van Scoyk, Nurse Manager*  
Centralized Staffing Office

Nursing can be full of challenges, but completing the daily RN Shift Report should not be one of them. Recently, a Rapid Process Improvement (RPI) team consisting of direct care, technical support, Infection Control, management and Lean staff, came together to unravel the mystery of why these reports were taking so long to complete.

The underlying issue the team discovered was that nurses were being asked to document important information in multiple places, creating a drawn-out process that required double and triple documentation.

The RPI team developed a plan to streamline the process by adjusting the nursing note function in Avatar to capture specific information necessary for the Nursing Shift Report. Data and Analysis staff can then run a Crystal report to pull together all of this critical information into a format that can be used by all health

care providers throughout the hospital — no more retyping the same information into multiple reports.

The enhanced nursing note functionality and Crystal report have been through user acceptance training, and our pilot group of nurses from P1A, Anchor 2, Butterfly 3, Tree 2, Bridges 2 and the treatment malls received training December 10 to 14.

This group of nurses will pilot the new process December 17 to January 11, after which the RPI team will review and incorporate feedback from the pilot group. Check “The Recovery Times” in January for an update and to find out when these changes will be available hospital-wide.

For more information on upcoming changes to the Nursing Shift Report, please contact Nurse Manager **Robert Van Scoyk** at 503-947-2324.



The RPI team discussing ways to streamline the process of completing the daily Nursing Shift Reports.

# Ending the paper chase: Avatar billing comes online

By Patricia Feeny, OSHRP Communication Manager

Sometimes you have to take a few steps back to leap forward.

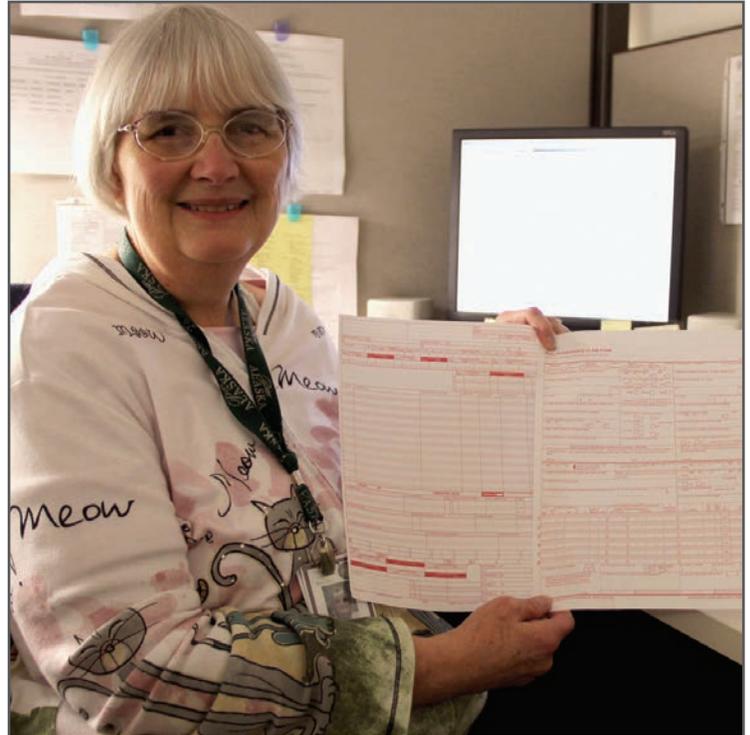
“It was like going back in time,” said Leslie Smith, a compliance specialist in the OSH Institutional Revenue Unit, who was hired to help the hospital implement electronic billing through Avatar. She came to OSH from the private sector where electronic billing is standard.

“It makes you appreciate what technology can do,” said Smith. “With an electronic record, everything is at your fingertips. I love the information I can get out of Avatar.”

Avatar’s billing capabilities replace OSH’s 30-year-old mainframe system that no longer meets the needs of the hospital and is costly to operate. With the old system, Smith and her colleagues had to go out to the units, locate a patient chart if available, and comb through it to find the information needed for billing.

“Working with a paper-based system is tedious,” said Smith.

In contrast, electronic billing is an automated method of managing document and billing flow. When a patient’s record is encoded in Avatar, the information is automatically tied to the billing system. The integrated billing functionality eliminated the need to maintain a separate billing system.



Compliance Specialist Leslie Smith displays two of the paper forms that, until recently, OSH relied on for medical billing. With the introduction of Avatar billing, Smith and her colleagues now handle all of the hospital’s billing electronically, which saves time and money and minimizes human error.

The data can then be used to bill for services. For example, Medicare B implementation was completed in October, followed by Medicare A and third party (commercial) in November, and Medicare supplemental plans and Medicaid in December.

By using Avatar billing, OSH can save time and money and minimize human error, said Craig King, who has led the billing implementation for OSH.

“Avatar is transforming the hospital’s billing process,” said King. “As projects move forward and all new data is entered into the system, the information enables us to build to capacity and reach our goal to have a world-class billing system.”

For more information on Avatar billing, please contact Director of Technology Services **Larry O’Glasser** at **503-947-8046**.

# A Culture of Safety and the Six Core Strategies

*From your Seclusion and Restraint Committee*

Continuing with our discussion of how OSH is using the National Technical Advisory Council's (NTAC) Six Core Strategies for Reducing Seclusion and Restraint as a foundation to create a Culture of Safety, we turn our attention this month to the fifth strategy — using data to inform practices.

During the past couple of years, the use of data has become an increasingly important part of the decision-making process at OSH. Using meaningful data specific to OSH helps hospital leadership make educated decisions based on facts. This has been especially true regarding the use of seclusion and restraint at OSH.

With the help of our Data and Analysis team, the Seclusion and Restraint Committee has captured a wide range of information through comprehensive reviews of every seclusion and restraint event, and debriefings with the staff and patients involved. Aided by the knowledge we've gained, we have been able to adopt a number of NTAC's suggested practices, such as:

- Establishing baseline data for seclusion and restraint events that includes hours, injuries and medications; and
- Recognizing and addressing limitations that could prevent us from reducing our use of seclusion and restraint.

While we now have a large amount of data available to us, there are still several areas we can benefit from by gathering more information. A major topic of interest for us is "near misses," or incidents that nearly resulted in seclusion and restraint.

The committee believes that near misses occur far more often than actual seclusion and restraint events; however,



tracking non-events has proven to be a challenge. To assist us in this undertaking, we are developing a questionnaire as part of a case study on near misses at OSH. We hope the data we collect leads to a formal process we can use to identify near misses.

By identifying and studying near misses, we hope to extract useful information on successful interventions, which can be used to establish best practices that are another step toward a true Culture of Safety.

In the next issue of "The Recovery Times," we will wrap up our discussion of the use of data to inform practices by looking at national data reports that are applicable to OSH.

If you have suggestions, comments or observations for the Seclusion and Restraint Committee, you can send them to **J.S. "Doc" Campbell**, CPHQ at [james.campbell@state.or.us](mailto:james.campbell@state.or.us).

# Safety is everyone's responsibility

By Theresa Ketchum, Safety Specialist  
OSH Safety Office

Safety is an essential part of Oregon State Hospital's mission. The hospital has a number of policies and practices in place designed to protect staff from on-the-job hazards and maintain a safe environment. However, for these policies and practices to work, they must be followed.

Safety is a shared responsibility. While hospital leadership is responsible for establishing a safe workplace, every hospital employee is responsible for knowing and adhering to all DHS/OHA and hospital health and safety rules. You should also be familiar with Oregon's Occupational Safety and Health Administration's safety requirements. By keeping these regulations and guidelines in mind while performing your job, you can protect yourself from hazards and prevent injuries. For more information, please use the following resources:

- OSH safety policies and guidelines - [:PUBLICATIONS|SAFETY](#).
- DHS/OHA safety policies and guidelines - <https://inside.dhsoha.state.or.us/index.php>.
- Oregon OSHA - <http://www.orosha.org/>.

## Safety tips

Safety goes beyond just knowing the rules, though. Ultimately, you are responsible for your actions while on the job, so conduct yourself professionally, stay focused and keep safety in mind at all times.

Remember, your work area is no place for horseplay. By using safe practices at work, your actions can serve as a model for your coworkers. Some easy steps you can take to promote safety in your work area include:

- Keep your personal and common areas clean and orderly;
- Always wear the appropriate personal protective equipment (PPE) when performing your job;
- Know the location of all emergency equipment and evacuation procedures for your work area;
- Attend hospital safety trainings to help you identify job hazards and take the appropriate precautions to protect yourself and coworkers;
- Never operate equipment unless you have been properly trained;
- Read and understand the material safety data sheet (MSDS) and know the hazards of and how to safely use any chemicals with which you regularly work;
- Immediately warn coworkers and notify your supervisor of any malfunctioning equipment, hazardous conditions or unsafe behavior;
- Immediately report all accidents and near-misses to your supervisor — learning from an accident may lead to changes that result in a safer environment;
- If you have a question, do not hesitate to ask your supervisor or a safety officer; and
- No one knows your job better than you, so if you have a suggestion to make it safer, speak up!

By knowing the rules and following some basic safety practices, we create a safer environment for everyone. Have a safe and healthy 2013.

For more information on safety policies and procedures, please contact Safety Specialist **Theresa Ketchum** at **503-945-2821**.

# Patients, staff showcase talents during OSH Holiday Pageant

*Continued from page 1*



Jon Johnson plays Scrooges former business partner Bob Marley during a Jamaican-inspired reimagining of “A Christmas Carol.”



Staff volunteer their time to wrap Caring Tree gifts. The annual project provides each patient with a gift during the holiday season.

*(continued on page 12)*

## Patients, staff showcase talents during OSH Holiday Pageant *(continued)*



Santa made an early stop to OSH this year to visit with patients and their families.



Sara Walker, M.D., takes on the role of Santa for the Employee Recognition Committee.



For nearly thirty years, the Caring Tree has signified the holidays at OSH.

*(continued on page 13)*

## Patients, staff showcase talents during OSH Holiday Pageant *(continued)*



OSHville, a patient-built gingerbread village, was the centerpiece of Tree 1.



Staff in Salem prepare their plates during the holiday staff party, which was sponsored by SEIU, AFSCME-RN, AFSCME-MD, the Superintendent's Cabinet and the Employee Recognition Committee.



Rolls of wrapping paper lined the walls of the Caring Tree cottage.

# Team Recognition – October/November

*Continued from page 4*

few months, this small team has been busy conducting trainings and building a robust emergency medical response program.

To date, the Code Blue team has conducted nearly 100 Code Blue trainings for more than 700 staff. This has included at least one training on every unit during every shift on both campuses.

In addition to providing training and exercises, the team has also:

- Standardized and maintained equipment for every red emergency cart in Salem;
- Stocked and maintained all blue emergency bags in Portland, as well those located in non-patient areas in Salem;
- Developed an e-learning module for Code Blue training;
- Developed the OSH Code Blue policy; and
- Served on the Emergency Medical Services Committee.

Through their actions, the team has helped direct-care staff hone their skills and establish standardized protocols, significantly improving OSH's ability to respond to medical emergencies.

Congratulations to Leaf 2, the Arts Festival team and the Code Blue team! Thank you for all of your hard work.



The Arts festival team and members of the Superintendent's Cabinet.

Next month, we will feature December's winning team. If you would like to nominate a team for the January category —innovating — please submit your Team Recognition Form to Sara Walker.

For more information on the Team Recognition Award, please contact Employee Recognition Committee Chair **Sara Walker, M.D.**, at [sara.walker@state.or.us](mailto:sara.walker@state.or.us) or **503-945-8872**.

Turn to page 15 to see a list of recognized staff from Leaf 2, the Arts Festival team and the Code Blue team.

*(continued on page 15)*

# Partnership, preparation key to disaster planning

*Continued from page 6*

and others throughout the region should a disaster occur.

One of the keys to ensuring that the lines of communication remain open during an emergency is identifying alternative means of communication. In some cases, the usual means for both internal and external communication become overtaxed, which can result in delayed or inconsistent communication. Other times, the technology we rely on such as cell phones, landlines or email is simply not available.

To overcome these obstacles, each of the Region 2 hospitals has received state grant funding to purchase a satellite phone. In addition, disasters have shown us that one of our old-school methods of communication is often the most effective: ham radio.

Through a series of amateur radio linkages, communication can often be maintained with ham radio

connections when all other means of communication are down. With this in mind, OSH is establishing a base station with a ham radio, and we have already identified several staff who are licensed ham radio operators. Training and policy development involving the satellite phone and ham radio will occur in the coming months.

In the next year, the Emergency Preparedness Committee will continue to work with other Region 2 hospitals to establish standardized protocols and resources to ensure that should a disaster strike, no hospital will face the aftermath alone.

If you would like more information about the Emergency Preparedness Committee, please contact committee Chair **John Hamilton** at **503-945-2924** or Emergency Operations Manager **Casey Wenger** at **503-945-2932**.

## Team Recognition *Continued from page 14*

### Congratulations to the October and November Team Recognition Award winners.

#### October: Supporting recovery

##### Leaf 2

Ray Arklander  
Mardy Baker  
Kendra Bartelmez-Forster  
Alfredo Basto  
Terry Brauhn  
Jeff Brumbaugh  
Jeff Burgess  
Helena Chavez (now on BG2)  
Louie Chong  
Brian Conner  
Barbara Cuevas  
Cherie Douglas  
Alek Droyyak  
Pam Edwards  
TyLynn Esqueda

Debra Frampton  
Mike Golik  
Jan Hartnell  
Jamie Henderson  
Lessa Herring  
David Ingram  
Dr. David Jobe  
Dr. Mike Kraemer  
Henry Laughrey  
Karl Miller  
Emily Panther  
Lorraine Raham  
Don Reisner  
Laurier Rokusek  
Flora Salcido  
Rosie Van-Sandt Miller  
Patti Sessa  
Melissa Smith

Tyler St. Clair  
Tim Straw  
Lyndon Villasenor  
Gary Wilson

##### Arts Festival team

Stacey Castor  
Jeremy Fleener  
Debbie Granum  
Christy Hey  
Jeff Jessel  
Jim Lowry  
Sara Slack  
Rob Sozda  
Jason Stringer  
Nicole Wirth

#### November: Improving quality Code Blue team

Armenda Minick, LPN  
Brian Little, D.O., Chief of Medicine  
Stephanie Loyola, LPN

## January 2013 EDD events

The following is a list of classes being offered at the OSH Education and Development Department (EDD) during January. Classes are located at EDD unless otherwise noted. For more information about these classes, call 503-945-2876.

### Avatar training for RN/LPN

Held in 310 Computer lab

Jan. 17 (8 a.m. to 5 p.m.)

### Avatar group notes training

Held in 310 Computer lab

Jan. 14 (9 a.m. to 11 a.m.)

### Avatar for non-clinical staff

Held in 310 Computer lab

Jan. 25 (9 a.m. to 11 a.m.)

### Pro-ACT refresher

Held in 344 Integrity

Jan. 3 (8 a.m. to 5 p.m.) Day 1

Jan. 4 (8 a.m. to 12 p.m.) Day 2

Jan. 15 (8 a.m. to 5 p.m.) Day 1

Jan. 16 (8 a.m. to 12 p.m.) Day 2

Jan. 29 (8 a.m. to 5 p.m.) Day 1

Jan. 30 (8 a.m. to 12 p.m.) Day 2

Jan. 37 (8 a.m. to 5 p.m.) Day 1

### Pro-ACT refresher for 13/20 staff

Held in 344 Integrity

Jan. 7 (7:30 a.m. to 9 a.m.)

Jan. 25 (7:30 a.m. to 9 a.m.)

### Pro-ACT refresher for operations staff

Held in 344 Integrity

Jan. 11 (8 a.m. to 5 p.m.)

### New employee orientation

Held in 342 Leadership

Jan. 7-11 (8 a.m. to 5 p.m.) Day 1-5

Jan. 14 (8 a.m. to 5 p.m.) Day 6

Jan. 15 (8 a.m. to 5 p.m.) Day 7

(310 Computer lab)

Jan. 22-25 (8 a.m. to 5 p.m.) Day 1-4

### New employee orientation (continued)

Jan. 28-29 (8 a.m. to 5 p.m.) Day 5-6

Jan. 30 (8 a.m. to 5 p.m.) Day 7

(310 Computer lab)

### ED day

Held in 344 Integrity

Jan. 8 (8 a.m. to 12 p.m.)

Jan. 22 (8 a.m. to 12 p.m.)

### FPS Nursing orientation

Held in 306 Service Excellence

Jan. 24 (8 a.m. to 5 p.m.)

Jan. 31 (8 a.m. to 5 p.m.)

### Nursing orientation

Held in 306 Service Excellence

Jan. 16 (8 a.m. to 5 p.m.)

### Motivational interviewing Step 1, Step 2 and Step 3

Held in 306 Service Excellence

Jan. 3 (8:30 a.m. to 3 p.m.) Step 1

Jan. 17 (8:30 a.m. to 3 p.m.) Step 2

Jan. 25 (1 p.m. to 4:30 p.m.) Step 3

### CMA pharmacology

Held in 306 Service Excellence

Jan. 30 (1 p.m. to 5 p.m.)

### Learning styles—co-worker dynamics

Held in 342 Leadership

Jan. 16 (8:30 a.m. to 12 p.m.)

### Trauma informed care

Held in 306 Service Excellence

Jan. 8 (8:30 a.m. to 12 p.m.)

### Professional boundaries

Held in 306 Service Excellence

Jan. 9 (1 p.m. to 5 p.m.)

### Lean overview training

Held in 306 Service Excellence

Jan. 3 (8 a.m. to 12 p.m.)

### Group facilitation basics

Held in 344 Integrity

Jan. 16 (1 p.m. to 5 p.m.)

### History of treating women with addictions

Held in 306 Service Excellence

Jan. 29 (3 p.m. to 3 p.m.)

### On-line research skills

Held in 310 Computer lab

Jan. 29 (9 a.m. to 11 a.m.)

### Behavioral emergency equipment refresher

Held in 306 Service Excellence

Jan. 23 (1 p.m. to 5 p.m.)

### Wellness: Mind/body connection

Held in 342 Leadership

Jan. 31 (1 p.m. to 4:30 p.m.)

### Attachment, Trauma and Emotional Regulations

Held in 344 Integrity

Jan. 24 (1 p.m. to 4:30 p.m.)