The Jefferson Learning and Development Center is a service of the Department of Human Resources of Thomas Jefferson University. All the programs and services described in this guide are available to the staff and faculty of the Jefferson and Methodist communities free of charge.

The programs are categorized as follows:

**Management Development**: For managers or supervisors, the focus is on building competencies for developing and maintaining productive relationships.

**Professional Development**: For staff seeking to improve interpersonal effectiveness, communication, time management, customer service skills.

**Administrative Briefings**: For staff responsible for implementing Jefferson’s policies and procedures.

**Health and Wellness**: For employees who desire to begin the journey to wellness, or who want to add insight into their personal wellness program.

**Information Systems Courses**: For staff interested in instruction on computer applications. These courses are offered and managed through the Information Systems Department. See page 37 for details on registration.

**Academic and Instructional Support and Resources (AISR) Workshops**: Free courses in information searching and instructional technology. Please see page 46 for details on registration.

Advanced registration is required for all programs. Please Self-Register through the HealthStream Learning Management System. (see details on page 3).

We appreciate your suggestions about how we can better serve you.

*You may contact us at 215-503-8700.*
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How to Register

Easy registration instructions!

Please register for all Human Resources and IS courses through the HealthStream Learning Management System. To enroll:

1. Login to HealthStream.
2. Select Catalog Tab.
3. In browse category, click on “subject” category to the left.
4. Select “Human Resources” for HR courses or select “Information Systems” for IS courses.
5. Click on the course you would like to attend. Click “Register.”

Helpful Tips

• If the course is being offered numerous times, be sure to register for the class you prefer.
• Your enrollment will be confirmed in the next screen under “Course Learning Activities.” Your status will show as “Registered.”
• You can also confirm your status on HealthStream. Click on the “My Learning” tab and the classes for which you are registered will appear under “Upcoming classes.” Your status will show as “Registered.”

Please remember to check your Registration Status via HealthStream. This will be your only notification of registration.

If you are unable to attend a class for which you are registered, please be sure to “unenroll,” so that those “waitlisted” may attend. By doing so, you will avoid a $50 “no-show” departmental fee.

If your status is “Waitlisted”

• On occasion, you may attempt to register for a class which is full. If this happens, your status will show as “Waitlisted.”
• If an opening becomes available, HealthStream will automatically move you from “Waitlisted” status to “Registered.”
• When “waitlisted” for a class, you cannot enroll in the same class on a different date. If you prefer to select a different date for the class, “unenroll” from the current class and register for another date/time.
Managing at Jefferson: Hiring, Selection and Onboarding

For Managers and Supervisors

Date: Thursday, March 21
Time: 8 a.m. – 12 p.m.
Location: Thomas Lewis Center for Continuous Learning (TLCCL)
925 Chestnut Street, 4th floor
Instructors: Onboading Team

Hiring, Selection and Onboarding is a course within the “Managing at Jefferson” Leadership Development series. This course reviews the key procedures and policies related to the selection, hiring and onboarding of employees at Jefferson and gives the manager an understanding of his/her scope of responsibility in the process. It is a required course for all supervisors and managers of Thomas Jefferson University Hospital, Thomas Jefferson University and JUP.

Topics Include

- Introduction to Jefferson’s Hiring-Selection-Onboarding Model
- Discussion of components of the model and the corresponding policies, practices and procedures
- Review the role and responsibilities of the manager in the hiring process

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Managing at Jefferson: Employee Relations Essentials

For Managers and Supervisors

Date: Tuesday, April 2
Time: 8 a.m. – 12 p.m.
Location: Thomas Lewis Center for Continuous Learning (TLCCL)
925 Chestnut Street, 4th floor
Instructors: Employee Relations Team

Employee Relations Essentials is a course within the ‘Managing at Jefferson’ Leadership Development series. This course reviews the key procedures and policies related to Employee Relations at Jefferson and gives the manager an understanding of his/her scope of responsibility in the process. It is a required course for all supervisors and managers of Thomas Jefferson University Hospital, Thomas Jefferson University and JUP.

Topics Include

• It’s the Law: the legal side of management
• Family and Medical Leave Act (FMLA) policy and procedures
• Overview of Jefferson’s Attendance Policy
• Fact-finding and Disciplinary Action Procedures

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Managing at Jefferson:
Crucial Conversations:
Living Our Values

For Managers of Thomas Jefferson University Hospitals
Offered two times. Choose one 2-part session:

Dates: Thursday, February 19 and Thursday, February 21 or
Tuesday, May 21 and Thursday, May 23

Time: 9 a.m. – 3 p.m.

Location: Thomas Lewis Center for Continuous Learning (TLCCL)
925 Chestnut Street, 4th floor

Instructor: Jeanne Dougherty and Susan Shaffer, Human Resources

This is a two-day course and both days must be attended in order to receive credit. Subsequent to your registration, you will receive pre-work to be completed before class.

What is a Crucial Conversation? A crucial conversation is a discussion between two or more people where the stakes are high, opinions vary, and emotions run strong.

There are 3 ways of handling crucial conversations:
1. Avoid them
2. Face them and handle them poorly
3. Face them and handle them well

Whether the conversation pertains to our SCOR values, our goals or our day to day operations, it’s important that we have the skills to have these conversations and handle them well.

This course is a requirement for all management of TJUH with supervisory responsibility.

Objective
To provide our management team with the tools to build alignment, agreement, and interpersonal communication in order to live our SCOR values and drive positive change throughout Jefferson.

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Getting work done through others is a manager’s job; but it’s nearly impossible to manage effectively without hiring effectively. Bad hiring decisions can have a prolonged negative impact on you, the work team you supervise, and the customers served by your department. You can improve your chances of hiring well through behavioral interviewing.

Behavioral interviewing is a methodical, consistent process for screening and selecting candidates for any position. It is based on the premise that past performance is the best predictor of future performance. And through a pattern of competency-focused questions and probes, job candidates reveal their capabilities with solid, credible details about their history of responses to specific work situations.

**Topics Include**

- Traditional vs. behavioral interviewing
- Analyzing jobs for key competencies
- Designing interviewing questions
- Probing for details
- Handling difficult interviews
Conducting an Effective Performance Appraisal

For Managers of Thomas Jefferson University Hospitals only
2 dates, choose only one:

**Date:** Friday, April 12  
**Time:** 9 – 11:30 a.m.

**Date:** Tuesday, April 16  
**Time:** 1 – 3:30 p.m.

**Location:** Thomas Lewis Center for Continuous Learning (TLCCL)  
925 Chestnut Street, 4th floor

**Instructor:** Susan Shaffer, Manager, HR Development

Performance appraisals are conducted each year with all Jefferson employees to review past performance, assure current levels of competency, and set goals for the coming year. This session will focus on how to conduct an effective performance appraisal, from year round documentation and feedback to the annual appraisal discussion. Discover how to manage performance with an emphasis on driving employee performance for results.

**Topics Include**

- The performance management process
- Preparing for the appraisal discussion
- Conducting the appraisal discussion
- SMART goal setting
- Jefferson performance appraisal forms

To register, go to [http://tjuh4.jeffersonhospital.org/healthstream_info/](http://tjuh4.jeffersonhospital.org/healthstream_info/)
Conducting an Effective Performance Appraisal

For Managers of Thomas Jefferson University and Jefferson University Physicians only

2 dates, choose only one:

**Date:** Thursday, April 25
**Time:** 9 – 11:30 a.m.

**Date:** Wednesday, May 1
**Time:** 1 – 3:30 p.m.

**Location:** Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

**Instructor:** Susan Shaffer, Manager, HR Development

Performance appraisals are conducted each year with all Jefferson employees to review past performance, assure current levels of competency, and set goals for the coming year. This session will focus on how to conduct an effective performance appraisal, from year round documentation and feedback to the annual appraisal discussion. Discover how to manage performance with an emphasis on driving employee performance for results.

**Topics Include**

- The performance management process
- Preparing for the appraisal discussion
- Conducting the appraisal discussion
- SMART goal setting
- Jefferson performance appraisal forms

To register, go to [http://tjuh4.jeffersonhospital.org/healthstream_info/](http://tjuh4.jeffersonhospital.org/healthstream_info/)
Leading for Results

For Managers, Supervisors and Faculty

**Date:** Thursday, April 18

**Time:** 8:30 a.m. – 12 p.m.

**Location:** Thomas Lewis Center for Continuous Learning (TLCCL)
925 Chestnut Street, 4th floor

**Instructor:** Timothy Thomas, President and CEO, Makarios Consulting, LLC

*Note: It is necessary to register for this class by Thursday, March 28. Subsequent to your registration, you will receive a Leadership Survey required for this program. The survey will be sent to you, and must be completed by Tuesday, April 4.*

What qualities make a good leader? In this module, you will discover your own personal leadership style and assess the effect that style has on your interactions with subordinates. You will learn the importance of a situational use of leadership style, and will develop the knowledge and skills to employ the right leadership behaviors at the right time.

**Topics Include**

• Discover the characteristics of effective leadership

• Describe behavioral characteristics of five leadership styles using the The Leadership Grid developed by Blake and Mouton

• Determine the effect of each leadership style when delegating tasks and evaluating performance

• Through the use of Teleometrics’ Styles of Leadership Survey (SLS) participants will assess their personal dominant and backup leadership styles

• Recognize that the appropriate use of style is situational

To register, go to [http://tjuh4.jeffersonhospital.org/healthstream_info/](http://tjuh4.jeffersonhospital.org/healthstream_info/)
Managing the Distressed Employee

For Managers, Supervisors and Faculty

Date: Thursday, February 21

Time: 9 – 11:30 a.m.

Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

Instructors: Paula deLong, Director, FirstCALL Employee Assistance Program

You know your employees and you know when something is amiss. Often sudden changes in behavior and work habits indicate other problems. What should you do when an employee’s personal problems impact performance? When this happens, we need tools to intervene. Explore ways to address these issues with employees without stepping over boundaries. Generate practical strategies to help your employees get the help they need.

Topics Include

• Performance problems in the workplace
• Supervisory responsibilities
• How to intervene and refer employees
• Supervisory challenges
• Role of FirstCALL

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Navigating Organizational Politics

For Managers, Supervisors and Faculty

Date: Tuesday, May 28
Time: 9 a.m. – 12 p.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructors: Marian Vallotton, MidAtlantic Employers’ Association

Pushing through a new policy, getting managers to complete performance appraisals on-time, making changes to an existing procedure, vying for more resources for your department, or even relocating an employee to a new cubicle, all are initiatives that have one thing in common. It’s called political savvy. Those who understand how to navigate the political landscape see this as a key management competency. And more importantly they work to develop it. These are the individuals in organizations who get things done. Whether you are an Owner, Top Executive, Manager, or Administrator, in this session, you will have the chance to look at what it takes to work up the chain of command as well as across department lines.

Topics Include

• Appreciate the value of the “Critical 3” to be effective within your organization
• Understand and self-assess your ability to harness organizational politics using the “Critical 3”
• Identify your challenges in the context of organizational politics
• Learn strategies that you can apply to make things happen
• Review what you need to do now, to be seen as strategic and respected elevating your value to the organization

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Your Role as Coach

For Managers, Supervisors and Faculty
2-part session. Participants are expected to attend both sessions.

Dates/Times:
Friday, March 15, 9 a.m. – 12 p.m. and Friday, March 22, 9 – 11 a.m.

Location: Thomas Lewis Center for Continuous Learning (TLCCL)
925 Chestnut Street, 4th floor

Instructor: Susan Shaffer, Manager, HR Development

As a supervisor/manager, your success relies on the success of your employees. How can you get the best from your employees, assist them in reaching their goals and help them master new skills? Coaching is the key.

“Your Role as Coach” is a two part program that will provide you with the coaching skills needed to effectively lead your team.

Part I - Participants will learn a four step coaching process and the skills needed to be an effective coach.

Part II - Participants will have an opportunity to practice their coaching skills through role-playing and real life scenarios.

Topics Include

- Assessing your current coaching strengths and opportunities for development
- Learning to prepare for and lead effective coaching sessions
- Developing communication skills that support your role as coach
- Strengthening your coaching skills through one-on-one practice sessions

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Attitude: Your Most Priceless Possession

Open to All Staff

Date: Thursday, March 28
Time: 1 – 3 p.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructor: Jacqueline Tusman, Sr. Learning Consultant, HR Development

This inspiring program demonstrates beyond any doubt that attitude is indeed one of our most priceless possessions. Explore and develop ways to cultivate, maintain and improve your positive attitude for improved life satisfaction and productivity.

Topics Include

- Discover what a positive attitude can do for you
- Discuss “High Expectancy Success” theory
- Discover the magic of a positive attitude
- Explore attitude and how it affects your work environment
- Discuss ways to adjust your attitude if necessary

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Change Management in Fast Times

Open to All Staff

Date: Friday, March 22

Time: 9 – 11:30 a.m.

Location: Jefferson Learning and Development Center (JLDC) 833 Chestnut Street, Suite 900

Instructor: Kristina R. Barkhouser, President, Excelen Performance, Inc.

Welcome or unwelcome, change is here to stay. It’s often said that people don’t like change. However, few people would say they’d like to freeze time right now and never experience change again. What people don’t like is change over which they have little or no control. However, there are things YOU can do to take a proactive approach for a smoother transition.

This course will explore our changing world from various perspectives: change happening TO you, change driven BY you, and change all AROUND you.

The key to surviving and thriving is to recognize the attributes and stages of change and determine what you can do to navigate the waters successfully.

Topics Include

• Recognize the attributes of change and identify your natural responses.
• Mitigate destructive responses and develop constructive responses to change scenarios.
• Identify successful strategies for communicating change to others and minimize resistance.
• Employ techniques for experiencing unwanted change more smoothly.
• Determine what you can DO to lessen stress caused by change.
• Strategize how you will personally respond to changes you encounter.

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Communicating with Challenging People

Open to All Staff

Date: Tuesday, April 23
Time: 9 a.m. – 12 p.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructor: Jacqueline Tusman, Sr. Learning Consultant, HR Development

It takes all kinds of people to make the world go round, and from time to time we come across those we might call “challenging.” Stop waiting for them to change their ways! The first step is to try to understand them and the next step is to learn new skills for interacting with them. This program will give you practical methods and communication approaches for coping with “challenging people” so that you can create win-win situations.

Topics Include

• Identify ‘types’ of challenging people
• Explore three steps to keep on track
• Develop communication skills to help with challenging people
• Identify nine guidelines to guide your approach
• Create an action plan for future encounters

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Developing Positive Assertiveness

Open to All Staff

Date: Wednesday, March 26

Time: 9 – 11 a.m.

Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

Instructor: Susan Shaffer, Manager, HR Development

Many people confuse being assertive with being aggressive. This seminar clearly spells out the difference between these two kinds of behavior and provides a step-by-step program that teaches the participant how to stand up for what he or she believes in, while respecting the rights of others to do the same. It is a program designed for anyone who wants to take charge and live life more assertively.

Topics Include

• Define passive, assertive and aggressive behavior

• Practice assertive techniques

• Improve relationship skills

• Explain how assertive behavior leads to win-win results

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
E-mail at its Best
How to Write Messages People Will Absolutely Open and Read

Open to All Staff

Date: Monday, March 18
Time: 9 – 11 a.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructor: Marian Vallotton, MidAtlantic Employers’ Association

Email was originally designed to enhance communication and save time. Unfortunately, that is not always the case. Instead, people struggle to manage their overstuffed in-boxes and weed out the important from the trivial. To get your message across, it has become increasingly important to write effectively. In this highly interactive session, participants will learn how to capture their readers’ attention by composing powerful emails and subject lines.

Topics Include

• Assess your email writing: How effective are you?
• Acquire techniques for writing a subject line that captures your reader’s attention
• Develop powerful opening statements that will make the entire message interesting to the reader
• Take the “quick test”: Identify when not to hit the SEND key
• Review 15 critical Do’s and Don’ts to enhance your email writing
• Avoid the 5 most common mistakes made by each generation
• Build a sense of urgency in your email messages by learning to write a “call to action”

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Emotional Intelligence: Secrets of Successful Self-Awareness

Open to All Staff

Date: Thursday, May 16

Time: 9 a.m. – 12 p.m.

Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

Instructor: Jacqueline Tusman, Sr. Learning Consultant, HR Development

Most of us have been conditioned to believe that emotions are not welcome in the workplace, that team and work decisions should be based upon cold, logical reason. In short, we “leave our emotions at the door.” Today there is a growing body of science in the emerging field of Emotional Intelligence (EI), indicating that proper understanding and use of emotions can be critical to helping us be more effective workers, better communicators and more productive team members.

Topics Include

• Learn what “EI” is and why it is important for personal and professional success

• Recognize and identify the competencies which build on each other to raise an individual’s EI

• Identify how to employ emotions for better decision-making

• Develop a way to be more intentional in the actions that effect the work environment

• Discuss ways to use energy and enthusiasm to motivate others

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Let’s Get Along: Appreciating Differences

Open to All Staff

Date: Monday, April 8
Time: 9 a.m. to 12 p.m.
Location: Jefferson Learning and Development Center
833 Chestnut Street, Suite 900
Instructors: Marian Vallotton, MidAtlantic Employers’ Association

Tired of hitting a wall because you have a different approach, or see things differently based on where you grew up, how old you are or the color of your skin? This program is designed to provide skills needed to increase awareness and understanding of differences in the workplace. We will work together to explore how to make it work for you instead of against you. Appreciating differences is an important component to your success. Those who can work across differences and not let them get in the way are able to get more done with less stress. Learning to respect each other in today’s workplace is not always easy but those who do win.

Objectives
• Define what being “different” means and its impact on employees in the organization
• Understand the benefits of a culturally diverse workplace and how to tap into them
• Identify the 6 Dimensions of Diversity
• Observe a “real-to-life” case study of embracing multi-cultures
• Understand where an individual’s values fit-in the equation of differences
• Assess communication styles in order to better understand ourselves and others in a culturally diverse workplace
• Identify strategies that help us relate to people who are different than ourselves

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Service Excellence through Caring Communication

Open to All Staff. Choose only one session.

**Dates/Times:** Fridays: January 18, 10 a.m. – 12 p.m.; February 15, 10 a.m. – 12 p.m.; March 15, 1 p.m. – 3 p.m.; April 19, 10 a.m. – 12 p.m.; May 17, 10 a.m. – 12 p.m.; June 21, 1 p.m. – 3 p.m.; July 19, 10 a.m. – 12 p.m.; August 16, 10 a.m. – 12 p.m.

**Location:** JeffSTAT Training Center, 833 Chestnut Street, Suite 940

**Instructors:** Service Excellence Team

*Note: All TJUH employees are required to attend this program.*

Jefferson is a service organization and everyone who works here has customers. Some of us provide service to those outside our organization; some provide service to other Jefferson staff. Bottom line: Strengthening our communication skills so we create a better experience for the people we serve supports the Jefferson MISSION… To set the standard for excellence, to provide exemplary clinical settings and LEAD in healthcare delivery and improvement.

The focus will be on helping employees deal with difficult people and difficult situations using seven skills that make our caring felt and ease difficult situations. This program will help employees develop communication skills for demonstrating compassion and advancing customer service.

**Topics Include**

- Understanding the Heart-Head-Heart communication model
- Learning the seven caring communications skills that ease difficult situations
- Determining what “expressions of caring” will work for you in specific tough situations in your job

To register, go to [http://tjuh4.jeffersonhospital.org/healthstream_info/](http://tjuh4.jeffersonhospital.org/healthstream_info/)
The Art of Communication

Open to All Staff

Date: Tuesday, May 7
Time: 1:30 – 3:30 p.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructor: Susan Shaffer, Manager, HR Development and Jacqueline Tusman, Sr. Learning Consultant, HR Development

Effective communication is one of the most important skills to have in today’s world. This workshop outlines the communication process and presents simple, yet sound techniques that can make a dramatic change in your ability to communicate effectively and competently while interacting with others. In this interactive program, learn and practice proven methods of interpersonal effectiveness in group situations.

Topics Include

- Reviewing the communication process
- Understanding barriers to effective communication
- Recognizing the importance of non-verbal communication
- Understanding and practicing effective listening
- Developing tools for more effective communication

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
The Four Generations at Work

This program is intended for intact departments or teams of 10 – 50. It will be scheduled by request only. To schedule a Four Generations at Work program, contact Susan Shaffer at 215-503-8741.

The American workplace is rapidly changing, with four distinct generations interacting in the workforce, each with significantly different aspirations and expectations. For mature employees, work comes first. Baby boomers live to work, and gen Xer’s and millennials have other ideas. With four generations in today’s workplace, there are bound to be differences that affect working relationships. Since all of these groups often work side by side, creating an atmosphere where everyone can work harmoniously can be a challenge. This workshop helps employees define the four generations and suggests some guidelines for workplace harmony.

Topics Include

- Understanding how each generation defines itself
- Finding out what inspires and motivates all four generations
- Learning how to work together
- Identifying what skills each generation brings to the workplace

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
True Colors

This program is intended for intact departments or teams of 10 – 50. It will be scheduled by request only. To schedule a True Colors presentation for your team, contact Susan Shaffer at 215-503-8741.

A considerable body of research supports the theory that there are four distinct patterns of habitual human behavior or temperament. ‘True Colors’ is a program that provides an overview of those 4 basic personality types. The focus is on understanding human characteristics and preferences and looking to the strengths of each type. The benefit of having this knowledge is to understand ourselves and others better for improved communication and teamwork. It helps us see and use different ways of rewarding and supporting people’s natural behaviors and values for improved results.

Topics Include

• Participants will discover their True Colors.

• Participants will learn the meaning for each of the colors in their True Colors range or spectrum

• Participants will learn to recognize their own unique blend of strengths, qualities and preferences through the workshop

• Participants will learn to recognize and appreciate the unique strengths and preferences of those with whom they work closely
Working in a Multi-Generational Workforce

Open to All Staff

Date: Wednesday, June 5
Time: 9 a.m. – 12 p.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructor: Jacqueline Tusman, Sr. Learning Consultant, HR Development

The American workplace is rapidly changing, with four distinct generations interacting in the workforce, each with significantly different aspirations and expectations. For mature employees, work comes first. Baby boomers live to work, and gen Xer’s and millennials have other ideas. With four generations in today’s workplace, there are bound to be differences that affect working relationships. Since all of these groups often work side by side, creating an atmosphere where everyone can work harmoniously can be a challenge. Come to this workshop for some tips on workplace harmony.

Topics Include

• Understanding how each generation defines itself
• Finding out what inspires and motivates all four generations
• Learning how to work together
• Identifying what skills each generation brings to the workplace

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Working with You is Killing Me  
Skills for getting along with others at work

Open to All Staff

Date: Wednesday, April 10

Time: 9 – 11:30 a.m.

Location: Jefferson Learning and Development Center (JLDC)  
833 Chestnut Street, Suite 900

Instructors: Paula deLong, Director, FirstCALL Employee Assistance Program

Employees want to be productive and happy at work. Yet, sometimes we get into distressing and time consuming emotional traps with co-workers. We may feel overwhelmed, disrespected and undermined. When this happens, the workplace can feel toxic and we may not be putting forth our best work. Discover ways to identify these emotional traps and discover strategies for managing these difficult working relationships.

Topics Include

• Identify your emotional traps with colleagues
• Develop ways to get unhooked from toxic relationships
• Manage difficult relationships so that you get out of the negative cycle

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Compensation at Jefferson
Policy, Practice and Procedures

For Directors, Managers, and Supervisors who make decisions on departmental compensation.

Date: Wednesday, April 3
Time: 1 – 3 p.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructor: James Ortlieb, Sr. Compensation Analyst

Managers and Supervisors need to know how compensation works at Jefferson: from policy to practice. This session will provide you with the tools and know-how to fairly compensate your employees.

Topics Include
• What is compensation?
• How do you use the compensation system?
• The legal environment
• Job descriptions
• How to evaluate a job
• Using the classification system and salary ranges
• How to determine what a job/individual should be paid
Family and Medical Leave Act

Includes Leave Administration

Date: Tuesday, May 21
Time: 9 – 11 a.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructors: Carla DeVose, Coordinator, Employee Relations
Diana Straw, Associate Manager, LOA and HRIS Administration

The Family and Medical Leave Act of 1993 provides eligible employees up to 12 weeks of leave in a rolling 12 month period for certain family and medical reasons. This program is designed for timekeepers and will review the basic provisions of FMLA, Jefferson’s process for handling leave of absence requests, and pay practices when an employee is on a leave of absence.

Topics Include

• Brief overview of the Family and Medical Leave Act provisions
• Review of Jefferson’s leave of absence policy and process
• Defining pay practices

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
FMLA for Timekeepers

Includes Leave Administration

Date: Tuesday, March 19
Time: 1 – 2:30 p.m.
Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900
Instructors: Diana Straw, Associate Manager, LOA and HRIS Administration and Dorothy Arroyo, Kronos Project Coordinator and Supervisor of Jefferson Timekeeping

The Family and Medical Leave Act of 1993 provides eligible employees up to 12 weeks of leave in a rolling 12 month period for certain family and medical reasons. This program is designed for timekeepers and will review the basic provisions of FMLA, Jefferson’s process for handling leave of absence requests, and pay practices when an employee is on a leave of absence.

Topics Include

• Brief overview of the Family and Medical Leave Act provisions
• Review of Jefferson’s leave of absence policy and process
• Defining pay practices
Fact-Finding and Disciplinary Action

For Managers, Supervisors and Faculty

Dates: Tuesday, April 9

Time: 9 – 11 a.m.

Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

Instructors: Carla DeVose, Coordinator, Employee Relations

All supervisors and managers need to understand the principles and practices of Jefferson’s employee relations policies so they can apply them appropriately and effectively. This program will specifically focus on Jefferson’s disciplinary procedures policy and will enable participants to conduct fact-finding investigations, develop appropriate documentation and problem resolution techniques.

Topics Include

• Jefferson’s disciplinary action procedures
• Fact-finding investigation techniques
• Grievance processes

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
ETO/Attendance Policy

For Managers and Supervisors.

Dates: Tuesday, May 14

Time: 9 – 11 a.m.

Location: Jefferson Learning and Development Center
833 Chestnut Street, Suite 900

Instructors: Carla DeVose, Coordinator, Employee Relations

Earned Time Off (ETO) provides Jefferson employees paid time away from work while assuring sufficient and appropriate staffing for Jefferson. This program is designed for Jefferson management and will review the provisions of the ETO policy, including attendance management.

Topics Include

- ETO Definitions
- Procedure for using ETO
- Attendance Management and Progressive Disciplinary Action

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Get Smart About Pay Practices

For Directors, Managers, and Supervisors who make decisions on departmental compensation.

Date: Tuesday, March 5

Time: 9 – 11 a.m.

Location: Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

Instructor: James Ortlieb, James Ortlieb, Sr. Compensation Analyst

Jefferson’s policies on wage and hour issues are based on federal and state laws and regulations. Though these laws are not new, they may seem so as they are revised frequently. It is important for managers to keep up with the changes to Jefferson’s policies to ensure that their practices are compliant and to ensure that they can explain the policies to employees.

Topics Include

• Wage and hour investigative hot buttons
• How pay is calculated
• Questions and overtime
• Criteria for exempt and non-exempt status

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Understanding and Managing Workers Compensation

For all managers, supervisors and administrative support staff who deal directly with department workers compensation issues.

**Date:** Thursday, April 11

**Time:** 9 – 10:30 a.m.

**Location:** Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

**Instructor:** Joe Casciato, Workers Compensation Manager

This course offers a broad view of the workers compensation system and an overview of how workers compensation is handled here at Jefferson. The session will also include a clear outline of the supervisor’s role in handling and managing a claim at the department level. Additionally, presentations and discussions will include understanding the employers’ rights and obligations as well as worker compensation and transitional duty policies.

**Topics Include**
- Origins of workers compensation
- Jefferson Worker Compensation program
- The supervisors role in handling a claim
- Employees rights and duties
- Signs of fraud
- Worker Compensation and Transitional Duty policies

To register, go to [http://tjuh4.jeffersonhospital.org/healthstream_info/](http://tjuh4.jeffersonhospital.org/healthstream_info/)
Sponsored Research Program Administration

Jefferson’s Office of Research Administration assists researchers and their staff in applying for and managing sponsored funding (grants, clinical trials, etc.) To learn more about ORA, go to our webpage, www.jefferson.edu/research_administration or participate in our professional development opportunities.

More than 20 online courses are delivered via Blackboard through Pulse. Employees may choose courses tailored to their role as investigator, technical staff, or administrator. The Office of Research Administration also offers face to face classes, regularly scheduled meetings, and discussion groups.

Register at http://jeffline.jefferson.edu/Education/programs/ora/ or call or email Diana.Brooks@jefferson.edu, 215-503-2890, if you need further information.
AAAbc’s of Stress

Open to All Staff
Program offered at 3 Jefferson locations. Please choose one.

Option A: Monday, March 4, 9 – 11 a.m.
Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

Option B: Thursday, April 4, 2 – 4 p.m.
Methodist Hospital, Doctors Dining Room

Option C: Thursday, May 2, 1 – 3 p.m.
Thomas Lewis Center for Continuous Learning (TLCCL)
925 Chestnut Street, 4th floor

Instructor: Susan Shaffer, Manager, HR Development

This workshop will focus on ways to deal effectively with tension, pressure and conflict. It will help participants to recognize that we do have options and choices to make when we experience stressful situations. Participants will learn how to channel stress into creative productivity. Strategies for dealing with stress will be practiced and participants will begin planning for ways to cope with stress in the future.

Topics Include

• Definition of stress
• Holmes-Rahe stress test
• Explanation of how stress affects our physical selves
• The stress management decision-making process
• Ten steps for maintaining mental fitness
• Practice decision-making model

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Ten Essential Elements of Work-Life Balance

Open to All Staff
Program offered at 4 Jefferson locations. Please choose one.

Option A: Tuesday, February 26, 10 – 11 a.m.
Methodist Hospital, Doctors Dining Room

Option B: Tuesday, February 26, 12 – 1 p.m.
Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

Option C: Friday, March 8, 12 – 1 p.m.
Thomas Lewis Center for Continuous Learning (TLCCL)
925 Chestnut Street, 4th floor

Option D: Friday, March 8, 3 – 4 p.m.
Jefferson at the Navy Yard, 3 Crescent Drive

Instructor: Lora Shor and Mike Cipressi, Carebridge Corporation

Balancing work and one’s personal life is an ongoing challenge for most employees regardless of job responsibilities. Attend this seminar to learn to practice the ten essential elements of work life balance. These elements feature effective time and stress management techniques as well as philosophies employees can employ to foster greater resiliency.

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Overcoming Barriers to Fitness

Open to All Staff
Program offered at 4 Jefferson locations. Please choose one.

Option A: Wednesday, April 17, 10 – 11 a.m.
Methodist Hospital, Doctors Dining Room

Option B: Wednesday, April 17, 12 – 1 p.m.
Jefferson Learning and Development Center (JLDC)
833 Chestnut Street, Suite 900

Option C: Friday, May 17, 12 – 1 p.m.
Thomas Lewis Center for Continuous Learning (TLCCL)
925 Chestnut Street, 4th floor

Option D: Friday, May 17, 3 – 4 p.m.
Jefferson at the Navy Yard, 3 Crescent Drive

Instructor: Steve Uhlenbrock, Carebridge Corporation

It seems that everyone has excuses about why they cannot work out regularly. Attend this wellness seminar and identify the common excuses people make to prevent themselves from regular exercise. Learn how to set goals to overcome the barriers to a healthier you. Staying fit is not impossible and learning how to stay motivated, flexible and realistic will be part of this discussion.

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
The Information Systems Training Center provides instruction on the Microsoft Office applications, JeffNet, JeffCal, and many other applications. Training is available for all staff and faculty of the Jefferson and Methodist communities.

To Register:
Log into HealthStream, select the Catalog tab. In Browse Catalog, click on the “Subject” category to the left, select “Information Systems”. Click on the course you would like to attend, click “Register”.

Phone: 215-503-7500
Email: is.training@jeffersonhospital.org

Location
All Information Systems classes are held at 833 Chestnut Street, Suite 600.

New Course Offerings
Powerpoint: Drab to Fab
Take PowerPoint animation to another level in PowerPoint: Drab to Fab. Wow your audience with an interactive presentation by adding special effects.

Video Tutorials
Video tutorials are coming soon to the Training webpage. These videos will offer 2-5 minute clips with step-by-step instructions on specific topics. To view the videos, go to Training – Video Tutorials under the Information Systems webpage.

Please be aware that our courses are offered and managed through Information Systems, not the Department of Human Resources.
Quick and Qwerty Typing Class

Duration: 2 hours
Offered monthly
During this course, you will learn how to increase your typing speed and save a significant amount of valuable work time. This is a self-paced program.

Course Includes

• Multiple lesson levels
• Typing Tests
• Games
• Statistics

Computer Basics for the Productive Worker

Duration: 1.5 hours
Offered bi-monthly
Prerequisites: None

During this course, you will learn basic commands and elements of Windows, as well as aspects that are often overlooked in training materials.

Topics Include

• Understanding parts of a window
• Folders and files
• PC Quick Tips

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Word: The First Steps

Duration: 2 hours
Offered bi-monthly
Prerequisites: Computer Basics or equivalent
This course is designed to assist you in learning the basics of word processing. During this course, you will learn the basics for creating, editing, and formatting documents.

Topics Include

• Navigating through a document
• Cutting, copying, and pasting
• Character formatting
• Page formatting

Getting Serious About Word

Duration: 2 hours
Offered bi-monthly
Prerequisites: Computer Basics or equivalent and Introduction to Word or equivalent
During this course you will learn more advanced features of Word.

Topics Include

• Mail merge to create one master document personalized for all recipients
• Tables and Indexes to learn about automating the table of contents
• Tracking changes to see where edits have been made to the original document

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Excel Basics and the Power of Numbers

Duration: 2 hours
Offered monthly
Prerequisites: Computer Basics or equivalent
This course is designed to aid you in becoming familiar with Excel workbooks and spreadsheets.

Topics Include
• Fundamentals
• Editing a worksheet
• Formatting a worksheet
• Basic formulas
• Creating Data Emphasis

Working with Charts and Tables

Duration: 2 hours
Offered monthly
Prerequisite: Computer Basics or equivalent and Excel Basics or equivalent
During this course, you will learn how to transform your data into a visual representation.

Topics Include
• Sorting and Filtering
• Creating Column/Pie Charts
• Using Goal Seek Add-In
• Creating PivotTables/Charts

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Excel: Functions and Formulas

Duration: 2 hours
Offered monthly
Prerequisites: Computer Basics or equivalent and Excel Basics and the Power of Numbers
During this course, you will learn how to use advanced functions and formulas.

Topics Include
- Using Names
- IF, SUMIF and Nested IF Functions
- VLOOKUP

PowerPoint Basics: Let’s Start the Show

Duration: 2 hours
Offered monthly
Prerequisites: Computer Basics or equivalent
During this course, you will learn how to create your own presentation or use one of many templates to create a presentation.

Topics Include
- The Fundamentals
- Creating a presentation
- Editing a presentation
- Formatting a presentation
- Working with graphics
- Creating tables
- Finalizing presentation

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
PowerPoint: Beyond the Basics

Duration: 2 hours  
Offered bi-monthly  
Prerequisites: Computer Basics or equivalent and  
PowerPoint: Let’s Start the Show

During this course, you will learn how to give your presentations a professional edge.

Topics Include
- Formatting saved PowerPoints
- Inserting tables, graphs and organizational charts
- Using hyperlinks
- Working with media
- Custom animation
- Slide transition
- Rehearsing timing

Powerpoint: Drab to Fab

Duration: 2 hours  
Offered monthly  
Prerequisites: PowerPoint: Let’s Start the Show and  
PowerPoint: Beyond the Basics

During this course you will learn how to animate Hyperlinks, Action Buttons, Drop-down menus, Visual menus, Motion paths and Timing Effects.

Topics Include
- Animating Text, Graphs and Hyperlinks
- Creating Drop-down and Visual menus
- Using Motion Paths and Timing Effects

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
JeffNet/JeffCal Calendar

Duration: 1.5 hours
Offered the 1st and 3rd weeks of each month
Prerequisites: Computer Basics or equivalent, must have a JeffNet or JeffCal Account
This hands-on training will review the basic elements of calendar maintenance and management of your calendar through a web-based calendaring system from IBM.

Topics Include

• Scheduling meetings and appointments
• Responding to invitations
• Setting up preferences
• Delegation

JeffNet Messaging

Duration: 1.5 hours
Offered the 1st and 3rd weeks of each month
Prerequisite: Computer Basics or equivalent, must have a JeffNet Account
This course is designed to familiarize you with the basic functions of the Hospital email and portal system.

Topics Include

• Sending/Receiving Email
• Creating Contacts and Email Groups
• Using Stationary

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Our Children and the Internet: 
What Every Parent Should Know

Duration: 1.5 hours
Offered quarterly.
With the use of Internet technology increasing in the younger populations, the IS Training Center is offering a training session for parents and guardians packed full of information.

Topics Include
- Understanding social networking sites
- Internet safety tips

Next Generation HealthStream
Department Contact Training

Duration: 1 hour
Prerequisite: Computer Basics or equivalent, must be a department contact
This hands-on training will review required functions as a HealthStream Department Contact.

Topics Include
- Logging in and Navigating the site
- Use of the Course Catalog
- Self-enrollment
- Running reports

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
HealthStream Course Catalog

The HealthStream Learning Center Course Catalog offers on-line training opportunities in a variety of topics. Log into HealthStream, select the Catalog tab, and search for a topic.

Here are a couple examples of the courses available, outside those automatically assigned each year:

- Customer Service (patient-focused)
- Diversity in the Workplace
- Hand Hygiene

and many more…

You have the ability to enroll in and review any course in the catalog; however, these courses will NOT replace your assigned courses in any way.

To register, go to http://tjuh4.jeffersonhospital.org/healthstream_info/
Academic and Instructional Support and Resources Workshops

Academic and Instructional Support and Resources (AISR) conducts free workshops for Jefferson faculty, staff and students in the areas of Information Searching Skills and Educational Technology.

Instructors cover the following topics of interest to the Jefferson community:

Information Searching Skills
- Bibliographic Management: Introduction to RefWorks
- RSS: Manage Your Information Intake
- e-books at Jefferson
- Introduction to OVIDSP
- Professional PubMed Searching
- Jefferson Digital Commons (digital archive for Jefferson)
- Using Social Media at Jefferson
- Twitter for Beginners
- Using Scopus and Internet Search Engines Effectively

Educational Technology Skills
- Effective Presentations
- Photoshop
- Adobe Creative Suite
- Audience Response System (clickers)
- Blackboard (Pulse)
- Blogs and Wikis
- Assessment and Grade Center
- Distance Learning Tools (virtual classroom using Adobe Connect)

For individual training or support, or to schedule a workshop for your class or department, contact AISR Education Services: 215.503.2830 or edservices@lists.jefferson.edu
Consulting Services

Human Resources Development (HRD) offers services to assist managers and faculty improve individual and departmental productivity and effectiveness. If you are interested in any of the following services, the first step is to contact Susan Shaffer at 215-503-8741 or susan.shaffer@jefferson.edu.

**Learning and Development Programs**
Training programs can be customized to meet your department’s needs and time constraints. Popular topics for programs include: customer service, telephone skills, dealing with difficult people, and time management.

**Management Coaching**
HRD is available to consult with managers or faculty on issues such as communicating with staff, leadership competencies, difficult employees and planning educational programs.

**Team Building**
HRD will collaborate with departments to design programs and strategies that will increase cooperation and communication among staff members.

**Retreats/Staff Development Programs**
HRD can help departments clarify program outcomes, design activities, plan presentations and facilitate the event.
Resource Library

The Jefferson Learning and Development Center Resource Library offers work-related videos, DVDs, and self-directed learning guides to individuals and departments. To reserve any of these resources, please call 215-503-8700.

Videos and DVDs
Videos may be borrowed for up to one week. Discussion guides and handouts are available for each video.

• Accountability
  A workshop on building commitment to results.

• Attitude Virus: Curing Negativity in the Workplace
  Bad attitudes can spread unless you know the techniques to create a healthy workplace for everyone.

• Be Prepared for Meetings
  Maximize the benefits of your meetings through planning, presentation and facilitation techniques.

• Be Prepared to Speak
  A guide to public speaking by Toastmasters.

• Between You and Me: Solving Conflict
  Believable, realistic role-plays help employees embrace teamwork and solve their own conflicts without management intervention.

• Coaching for Top Performance
  Learn the skills on how to meld a variety of different employees into a work team that wins.

• Communication: The Nonverbal Agenda
  Explore the role of facial expressions, posture, voice tone and gestures in communication.

• Communicating with People on the Job
  A lecture on the importance of knowing yourself, workplace norms, and listening skills.

• Criticism
  Learn specific skills on the Art of Criticism... both giving and receiving.
• **Defusing Hostility**  
Provides a variety of practical techniques and problem solving approaches to use with angry and hostile customers.

• **Demanding Customers**

• **Difficult People**

• **Discipline without Punishment**  
This video dispels the myths about discipline, and shows proven strategies for making it positive, effective and more comfortable.

• **Disruptive Behavior**  
Learn practical steps for stamping out disruptive behavior because the costs to morale, productivity, patient satisfaction, even patient safety are too great.

• **From “No” to “Yes”**  
Department managers engaged in a heated argument learn how to reach an agreement constructively.

• **Hire for Attitude**  
Learn the keys for hiring only the best people for your organization.

• **How to Set and Achieve Goals**  
Volume 1: Goal setting and personal motivators.  
Volume 2: Techniques for achieving goals.

• **If Looks Could Kill**  
Set as a murder mystery, this video humorously depicts the effect those on the frontline can have on customers.

• **It’s A Dog’s World**  
Follow a man and his dog through their healthcare and see the impact of good and bad customer service.

• **It’s About Respect: Recognizing Harassment in the Diverse Workplace**  
Learn about the awareness of sexual harassment and how employees will understand respect in the workplace. (Good for all audiences.)

• **It’s Not Enough to Know Better: Sexual Harassment**  
Learn the legal definition of sexual harassment and how to recognize potential sexual harassment situations, and more.
• **Listening: The Key to Productivity**  
  Practical tips on how to focus and become a better listener.

• **Managing Frontline Staff**  
  Presents practical strategies for coaching and counseling employees on customer service.

• **Managing People through Change**  
  The critical skills necessary for leading employees through change.

• **Mixing Four Generations**  
  Reduce workplace conflict and stimulate positive interaction among your team by gaining generational understanding.

• **Motivation in the workplace**  
  Learn the many factors that affect employee motivation and how to inspire your employees in the workplace.

• **Positive Discipline**  
  How to resolve tough performance problems quickly... and permanently.

• **Setting and Achieving Your Goals**  
  Learn a dynamic process in which one can bring goals clearly into focus.

• **Sid Story**  
  This video will help you to develop ways to positively recognize employee performance.

• **The Arts of Criticism: Giving and Taking**  
  Offers techniques that can help you give and get constructive criticism.

• **The Call of the Mummy**  
  Humorous situations illustrate the importance of demonstrating caring and interest to customers.

• **The Patient First**  
  Vignettes show the domino effect of poor communication and strategies one person can take to reverse it and improve service to patients and co-workers.

• **The Helping Hand**  
  Guidelines on how to coach effectively.

• **Understanding People**  
  A review of theories of motivation and the implications for supervising people effectively.
• **We Need to Talk: Coaching Employees**
  Learn how to handle the difficult issues and emotions that can get in the way of employee achievement.

• **We’ve Got to Stop Meeting Like This!**

• **Who are they anyway?**
  How to achieve success at work through personal accountability.

### Self-Study Guides

- Achieving Results
- The Administrative Assistant
- Balancing Home and Career
- Behavior Based Interviewing
- Building Blocks of Business Writing
- Business Etiquette and Professionalism
- Clear Writing
- Developing Positive Assertiveness
- Emotional Intelligence Works
- Improving Peer Relationships
- Managing for Commitment
- Mapping Your Career
- Office Politics
- Organizing Your Workspace
- Personal Leadership
- Personal Time Management
- Plan Your Work/Work Your Plan
- Powerful Proofreading Skills
- Professionalism in the Office
- Practical Time Management
- Preparing for Your Interview
- Quality Interviewing
- Recognition, Gratitude and Celebration
- Retaining Your Employees
- Strategic Resumes
- Technical Presentation Skills
- Technical Writing in the Corporate World
- Training Managers to Train
- Writing Effective e-mail
Presenter Information

Human Resources Development
Susan Shaffer, MHA, Manager of Human Resources Development, joined Jefferson Human Resources in 2007. Susan has over 16 years experience in education and organizational development with an emphasis on leadership development, performance management and change management. She has previously served in leadership positions at Riddle Memorial Hospital, Blue Cross of Northeastern Pennsylvania and Wyoming Valley Health Care System. Susan holds a Master’s Degree in Healthcare Administration from Wilkes University and a Bachelor’s Degree in Business Administration and Psychology from Rutgers University.

Jacqueline Tusman, MS, Senior Learning Consultant, has over 10 years experience in training and organization development and has developed and managed programs in service excellence, supervisory and management, coaching, harassment, and diversity. She previously served as training manager at Almac Clinical Services. Jaci holds a Myers-Briggs Type Indicator certification, is a graduate of the University of the Arts and holds a Master’s Degree from St. Joseph’s University in Training and Organization Development.

Thomas Jefferson University and Hospitals
Dorothy Arroyo, Kronos Project Coordinator and Supervisor of Jefferson Timekeeping, is responsible for Timekeeper training at Jefferson and has extensive experience in FMLA, FLSA, and general payroll practices. In addition, Dorothy has been coordinating the implementation of Jefferson’s Electronic Time and Attendance System, Kronos.

Joe Casciato, BS, has been the Workers Compensation Manager at Jefferson since 2005 and has over 20 years of claims management experience. He is the former president of the Philadelphia Worker Compensation Claims Association and holds a certificate of ‘Workers Compensation Claim Law Specialist’ from the American Educational Institute.
Paula deLong, MA, Director of the FirstCALL Employee Assistance Program of the Jefferson Health System, is a licensed psychologist and a Certified Employee Assistance Professional (CEAP).

Carla DeVose, Coordinator, Employee Relations, returned to Jefferson in 2008, after four years at a Health System in Delaware. She has a Masters of Education degree from Temple University in Educational Psychology.

Jeanne Dougherty, Sr. Organizational Development Specialist, has over 15 years experience in human resources as a generalist and training specialist. She holds a Masters in Business Administration from LaSalle University and a Post Master’s Certificate in Training and Organizational Development from St. Joseph’s University.

Randy McLaughlin, BA, BS, is the Manager of Employee Relations. Prior to assuming this position in 2002, he was the manager of custodial services at TJU.

James Ortlieb has been with Jefferson for 20 years. He’s spent the last nine years in Human Resources as a Compensation Analyst and advised departments on compensation issues.

Diana Straw, Associate Manager, LOA and HRIS Administration is responsible for FMLA administration and the coordination of the FMLA program with MATRIX, our third-party administrator. She is also responsible for the Benefits Administration program application in People Soft.

Independent Consultants

Kristina R. Barkhouser, President of Excelen Performance, Inc., has over 20 years of experience in technical and interpersonal skills development, with a background in presentation skills, instructional design, regulatory compliance, and active learning techniques. Kristina has earned the American Society for Training and Development (ASTD) Certified Professional in Learning and Performance (CPLP®) credential and is a well respected conference speaker and author of articles for professional journals.
Mike Cipressi LCSW, CEAP, SAP, Carebridge Corporation, is a Licensed Clinical Social Worker and a Certified Employee Assistance Professional who has over 25 years of experience in the Employee Assistance field. He is a frequent seminar presenter with special emphasis on team-building, stress management, balancing work and personal life, coping with grief and loss, working with difficult employees, and positive communication in the workplace.

Lora Shor, LSW, BCD, Carebridge Corporation, is a licensed psychotherapist, professional speaker and work/life consultant. A member of The National Speakers Association and The Employee Assistance Professional Association, she is a licensed clinical social worker and a practitioner in the fields of psychology, behavior health and human relations with over 30 years of experience. She has earned a BA and MSW.

Timothy I. Thomas, MS, is the President and CEO of Makarios Consulting, LLC, a leadership development and business consulting firm. He earned a masters degree in Training and Organization Development from St. Joseph’s University and is the author of two e-books, *Creating All-Star Performers: The Power of Effective Feedback* and *Resolving Conflict: Overcoming Destructive Behaviors in the Workplace*.

Steve, Uhlenbrock, MEd, MA, Carebridge Corporation, is a wellness coach and certified personal trainer in PA with over 28 years of experience in the health and wellness industry. He has earned a B.S. in Exercise Science and Leadership, a MEd in Exercise and Sport Psychology, and a MA in Psychology. Steve has experience working with employee assistance programs and is an adjunct professor at West Chester University.

Marian Vallotton, BS, is a Senior Training and Development Consultant for Mid Atlantic Employers’ Association. For over 10 years she has designed and implemented programs in leadership, management, and interpersonal skills for major corporations and the not-for-profit sectors.
# Quick Course Calendar

Please check individual class descriptions for program times and locations.

## JANUARY

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<td>18</td>
<td>Service Excellence Through Caring Communication</td>
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<td>15</td>
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<td>19</td>
<td>Managing at Jefferson: Crucial Conversations</td>
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<td>21</td>
<td>Managing the Distressed Employee</td>
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<td>26</td>
<td>Ten Essential Elements of Work-Life Balance</td>
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<td>28</td>
<td>Leading for Results</td>
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## FEBRUARY

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<td>28</td>
<td>Attitude: Your Most Priceless Possession</td>
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## MARCH

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<td>5</td>
<td>Get Smart About Pay Practices</td>
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<td>Ten Essential Elements of Work-Life Balance</td>
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<td>Behavioral Interviewing</td>
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<td>Service Excellence Through Caring Communication</td>
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<td>15</td>
<td>Your Role as Coach, Part 1</td>
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<td>18</td>
<td>E-mail at its Best</td>
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<tr>
<td>19</td>
<td>FMLA for Timekeepers</td>
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<tr>
<td>21</td>
<td>Managing at Jefferson: Selection and Onboarding</td>
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<td>22</td>
<td>Your Role as Coach, Part 2</td>
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## APRIL

<table>
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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>2</td>
<td>Managing at Jefferson: Employee Relations Essentials</td>
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<td>3</td>
<td>Compensation at Jefferson</td>
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<td>4</td>
<td>AAAbc’s of Stress</td>
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<td>8</td>
<td>Let’s Get Along: Appreciating Differences</td>
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<td>9</td>
<td>Fact-Finding and Disciplinary Action</td>
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<td>10</td>
<td>Working with You is Killing Me</td>
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<td>11</td>
<td>Understanding and Managing Worker’s Compensation</td>
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<td>12</td>
<td>Conducting an Effective Performance Appraisal (TJUH)</td>
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<td>17</td>
<td>Overcoming Barriers to Fitness</td>
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<td>19</td>
<td>Service Excellence Through Caring Communication</td>
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<td>23</td>
<td>Communicating with Challenging People</td>
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<tr>
<td>25</td>
<td>Conducting an Effective Performance Appraisal (TJU/JUP)</td>
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## Quick Course Calendar

Please check individual class descriptions for program times and locations.

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<thead>
<tr>
<th>MAY</th>
<th>AUGUST</th>
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<tr>
<td>1 Conducting an Effective Performance Appraisal (TJU/JUP)</td>
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<td>2 AAAbc’s of Stress</td>
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<td>7 The Art of Communication</td>
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<td>14 ETO/Attendance Policy</td>
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<td>16 Emotional Intelligence: Secrets of Successful Self-Awareness</td>
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<td>21 Managing at Jefferson: Crucial Conversations, Part 1</td>
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<td>21 Family and Medical Leave Act</td>
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<td>23 Managing at Jefferson: Crucial Conversations, Part 2</td>
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<td>28 Navigating Organizational Politics</td>
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## JUNE

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<tbody>
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<td>5 Working in a Multi-Generation-al Workforce</td>
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<td>21 Service Excellence Through Caring Communication</td>
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## JULY

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