

The background of the entire page is a solid blue color. Overlaid on this background is a network of white lines that connect various circular icons. The icons include: a laptop with a heart rate line, a stethoscope, a syringe, a pill bottle, a pill, a medical chart with a plus sign, and a microscope. These icons are scattered across the page, with lines connecting them in a non-linear fashion, suggesting a complex medical or educational network.

# EDUCATION

# GUIDE



BRIGHAM AND WOMEN'S  
Faulkner Hospital

Brigham and Women’s Faulkner Hospital is committed to providing our employees with the educational resources necessary to advance and grow in their careers. Although there are many opportunities available on our campus, BWFH employees are encouraged and invited to attend educational course offerings at Brigham and Women’s Hospital as well as through the Partners Network.

This guide is designed to provide you with an overview of what is available to you. Additional educational programs are available. Please review Faulkner411 for additional programs and course offerings that will help you grow and develop at Brigham and Women’s Faulkner Hospital.

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## Regulatory Classes

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The world of Healthcare is heavily regulated. The Joint Commission, OSHA and CMS are just a few of the agencies that require that our employees have the training that they need to keep our patients and themselves safe.

The following classes are required for BWFH employees:

### Hospital Orientation

This Program introduces you to the health and safety requirements for your employment, the history of the hospital, its mission, HIPAA regulations and the National Patient Safety goals. The program will also introduce you to the "I CARE Standards" and present aspects of the patient's and other customer expectations. During orientation you will meet a wide variety of hospital staff.

### Safety Fair

The annual competency fair reviews regulatory requirements and updates employees on what's new at BWFH. Employees also meet their annual OHS requirements when attending the fair.

### De-Escalation Training

Staff safety is a priority at Brigham and Women's Faulkner Hospital. The departments of Safety and Security, Nursing Staff Development and the Department of Education provide this class designed to maintain your safety. These classes are designed to enhance your awareness of verbal de-escalation and physical restraint skills.

### Cultural Competence

This one hour training class is required for all staff. During this session, participants will learn what Cultural Competence is, the Five Elements of Culture that Impact Healthcare and how to ask open ended questions designed to educate you and build dialogue with our patients.

## Career Development Opportunities

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Brigham and Women's Faulkner Hospital is committed to providing our employees with opportunities to pursue their education. The foundations to these opportunities lie in workforce development. In conjunction with Brigham and Women's Hospital and Partners, BWFH is pleased to offer many opportunities to our employees, who are encouraged to participate in the following programs:

### Citizenship Classes

This eight week program is available to BWFH employees free of charge. Throughout this program, employees and their families are provided with assistance in completing their application, U.S. History and Civics lessons, preparation for the interview with the USCIS official and follow up sessions and tutorials.

### Online College Preparation Program

The Online Preparation Program uses multimedia presentations and a simulated online classroom to help students to learn about and prepare for online college classes. In addition, course modules are designed to help students to prepare for and to succeed in college in both online and traditional classrooms.

# Computer/IS classes

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## Computer Basics

Familiar with the expressions left click, attach file or reply all? If not, this is the class for you. During this one hour session, participants choose the topics of most interest to them. Topics covered range from how to turn on a computer to how to attach a document.

\* Employees must know their username and password to participate in this class.

## Microsoft Word

Taught by a Compuworks instructor, this day long class introduces the learner to both beginning and intermediate topics.

THIS CLASS IS OFFERED AT BWFH.

## Microsoft Excel

Taught by a Compuworks instructor, this day long class introduces the learner to both beginning and intermediate topics.

THIS CLASS IS OFFERED AT BWFH.

## Microsoft Word

Both Fundamental and Intermediate courses are available through Partners. Employees may register for courses through PeopleSoft. There is \$100 charge back to your department.

## Microsoft Excel

Fundamental, Intermediate and Advanced courses are available through Partners. Employees may register for courses through PeopleSoft. There is \$100 charge back to your department.

## Microsoft Access

Fundamental, Intermediate and Advanced courses are available through Partners. Employees may register for courses through PeopleSoft. There is \$100 charge back to your department.

## Microsoft Outlook

Fundamental, Intermediate and Advanced courses are available through Partners. Employees may register for courses through PeopleSoft. There is \$100 charge back to your department.

## Creating Impressive PowerPoint Presentations

Learn how to set up and present dynamic MS PowerPoint slide shows using images, sound, links, transitions and more.

THIS CLASS IS OFFERED AT BWFH.

## Microsoft PowerPoint

Fundamental and Advanced courses are available through Partners. Employees may register for courses through PeopleSoft. There is \$100 charge back to your department.

# Leadership and Management Training

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Brigham and Women's Faulkner Hospital is committed to providing our employees with opportunities to pursue their education. The following courses will help you build and grow your management skills. The following courses are offered at Brigham and Women's Faulkner Hospital. Additional courses offered through Brigham and Women's Hospital and Partners HealthCare can be found on pages 5-13.

## Leadership Leverage

A two-session program designed to reinforce your role as a leader and understand employment law, leadership characteristics, performance management, workforce diversity, and operations management skills. This class is required for all lead staff at BWFH

## Management/Supervisor Grand Rounds Sessions

These one hour sessions provide managers, supervisors and lead staff with some of the skills they need to stay current in the ever changing world of leadership. Sessions are scheduled based on requested topics.

## Supervisor Luncheon Series

The lunch sessions are designed for supervisors to learn and discuss the challenges and opportunities in being a "leader." Topic Examples: Understanding the National Patient Safety Goals (NPSGs), Teambuilding, Conflict Management, Purposeful Rounding, Time Management, C.A.R.E. Standards™, Career Development, Career Coaching and Work Life Balance.

## Cultural Competence – Manager Session

This one hour training class is required for all managers and supervisors. During this session participants will learn what Cultural Competence is, the Five Elements of Culture that Impact Healthcare and how to ask open ended questions designed to educate you and build dialogue with our patients. Included in this class are case studies and group discussions designed to assist in creating a culture of cultural competence in your department.

# Process Improvement Training Programs

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## PI Learning and Networking Forums

The PI Learning and Networking Forums are used to bring members of the organization with process improvement exposure together in order to learn new PI change ideas and approaches that are quick and easy to apply to their work. The programs are 90 minutes long and sessions are held once every quarter. The presentations are given by managers who have internal experience and can provide real examples.

## Change Acceleration Process (CAP)

The Change Acceleration Process (CAP) Workshop is a two-day training session designed for department-level leaders to learn and practice change management concepts and tools, an integral part of ensuring effective change. These tools (about 30 in all) are designed to help teams apply strategic thinking to influence others and facilitate commitment and behavioral change throughout the change process. This training session is particularly useful as BWHC continues to work on a wide range of departmental and organizational strategic initiatives such as care redesign, innovation, and patient affordability.

During the CAP Workshop, participants must select a current or future project to use to practice the tools and develop a change acceleration strategy. It is therefore highly recommended for participants to attend the session together with their existing or future project teams.

### **Lean Practitioner Program**

The Lean Practitioner Program is a unique four-month program designed to teach department-level leaders how to conduct their own process improvements and foster a culture of continuous improvement in their area. Hospital leaders sponsor teams of two or three leaders in an area to participate in the program. With the help of their sponsor and a Lean Practitioner coach, each team selects an improvement project to work on for the training.

The Lean Practitioner Program is composed of a full training day of didactics and interactive exercises dedicated to each of the four phases of improvement: Define, Measure and Analyze, Improve, and Sustain. Participants are taught concepts in Lean, change management, PDSA, and other basic process improvement concepts. Individualized coaching is provided during the weeks in between training days to help teams apply these concepts to their own projects. At the completion of the program, participants have the capability to examine their own processes, identify wastes, and test and implement changes for improvement. In addition, participants develop a keen understanding of how to manage the people side of change such as involving staff in designing and implementing improvements, creating plans for sustaining change, and engaging leadership at all levels to support and drive change.

### **Clinical Process Improvement (CPIP)**

The Partners Clinical Process Improvement Leadership Program (CPIP) is a system wide, inter-professional, team-based educational program for physicians, nurses other clinicians and administrators. The program is six days over a four-month time period and is offered twice a year. The aim of CPIP is to facilitate the development of skill and competencies needed to deliver high quality care with efficient use of clinical resources. The CPIP quality improvement curriculum features diverse teaching methods, including expert panels, case examples, simulation exercises and small group sessions to reinforce key concepts and ensure the mastery of certain competencies.

Participants apply and attend the program in interdisciplinary teams. These teams are charged with addressing a clinical problem in their environment; allowing participants to translate theory into action. Project interventions vary but all focus on quality, efficiency, safety, patient experience or a combination. After completing this program, participants will have an understanding of process analysis, rapid cycle improvement and managing teams. The necessary tools to conduct projects that improve quality and make care more cost effective.

### **BWHC Balanced Scorecard Training**

This hands-on training class will provide an overview of the upgraded Balanced Scorecard and the changes in navigation and organization of tabs, scorecards, and tools.

## Partners and BWH Course Offerings

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As a member of Partners HealthCare, Brigham and Women's Faulkner Hospital employees have access to a host of course offerings through Partners and Brigham and Women's Hospital. You can register for these classes in several ways:

- Registering for classes offered on the Brigham Campus? Ask your manager for permission to attend the class, then contact the department of Organizational Effectiveness at the Brigham at (617) 582-0195 or [bwhtraining@partners.org](mailto:bwhtraining@partners.org) to register.
- Registering for classes offered through Partners? Register for the class through PeopleSoft.
- Any other questions regarding registration or the classes offered?  
Please contact the BWFH Education Department at 617-983-4634.

### Basics of Time Management

Need to add more time to your day in order to everything done? This introductory, interactive seminar provides an overview on the subject of time management as we explore different ways to use your time more effectively. Get to the more important things in your life by determining your priorities, managing interruptions, scheduling more effectively, setting more realistic goals, identifying your "incompletes" and deal with "time robbers." Join Christopher Atwood to find out what others are doing to manage their manage their time more effectively.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

### The Basics: Behavioral Interviews| Audience: Managers/Supervisors

The goal of an interview is to get the information you need to make a good hiring decision. In this two-hour\* session, we will introduce participants to Behavior Based Interviewing process and best practices that lead to good hiring decisions. It can serve as review for those who have already taken interviewing classes and introduction for those who are new to interviewing. This session will be limited to 12 people. Please come with a particular position in mind and a job description for that position. At the end of this session, participants will be able to:

- Explain common mistakes that interviewers make
- Identify what skills are needed for the job
- Define skill definitions
- Write a behavior based question
- Prepare for a behavior based interview
- Conduct a behavior based interview from start to finish
- Probe for the information you need

**AUDIENCE:** MANAGERS/SUPERVISORS

THIS COURSE IS OFFERED THROUGH BWH.

### Behavioral Interviewing

Behavioral interviewing is a structured, goal-oriented interview process that helps you better evaluate applicants and improve the match between people and jobs. You will learn how to:

- Select skills definitions that reflect essential job functions
- Using the SkilAnalyzer®, develop job-related questions to use in interviews

- Conduct a behavior-based interview
- Gain job-related behavioral examples from candidates
- Draw out both positive and contrary information from candidates
- Use "Rating Anchors" to rate a candidates' skills
- Adapt behavioral interviewing to your particular needs

There is a cost associated with this class.

\*The price for this course is \$225 per participant for employees of BWH, MGH and Partners HealthCare departments. This fee covers the cost of class materials and licenses for the SkilAnalyzer® and will be charged to the department after the class has been completed. Some departments have this cost covered by a central training budget at their business unit. Please e-mail the [Training Coordinator](#) with your questions or for a list of class pricing.

**AUDIENCE:** FOR STAFF WITH HIRING RESPONSIBILITIES

THIS COURSE IS OFFERED THROUGH PHS.

### Building and Sustaining Trust

Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success. This course introduces Trust Builders, actions leaders can take to build and sustain trusting relationships, as well as common Trust Breakers that can erode or quickly break trust. Applying these skills to build trusting relationships enables people to take risks, identify and solve problems, and collaborate to achieve business results.

**AUDIENCE:** MANAGERS/SUPERVISORS

THIS COURSE IS OFFERED THROUGH BWH.

### Coaching for Peak Performance

Effective coaching is one of the most important drivers of team member performance. Whether leaders are guiding people toward success in new or challenging situations, or helping people improve or enhance their work performance, their ability to coach and provide feedback makes the difference between mediocrity and high performance. By helping learners understand the importance of three coaching techniques and how to effectively handle both proactive and reactive coaching discussions, this course helps leaders have more effective and efficient interactions.

**AUDIENCE:** MANAGERS/SUPERVISORS

THIS COURSE IS OFFERED THROUGH BWH.

### Communication Skills

A big part of the frustration of dealing with difficult people is the overwhelming sense of helplessness that can result from conflict-prone encounters. In this workshop, Brenda O'Hanley helps you:

- Master coping techniques which will equip you with knowledge and skills to minimize the negative impact of difficult behavior,
- Turn confrontations into constructive opportunities leading to conflict resolution
- Avoid being caught off-guard by anticipating the negative actions of others
- Maintain the composure expected of you when faced with a difficult person

Please note: This course primarily focuses on ongoing relationships with coworkers. It is not geared toward dealing with customers or patients.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.



## Conflict Communication

According to recent research by the world-famous Center for Creative Leadership, the single most critical skill need in organizations today is the ability to resolve conflict. This workshop first takes the big-picture view: what are some tools that help us manage relationships in the first place so that conflicts are productive instead of damaging? What are our own conflict styles and how do we recognize and operate with other's styles? Then the workshop explores the moment of conflict itself, and how to help both parties stay composed when the temperature is rising. This course is offered through PHS.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Corrective Action

This course will review the "Do's and Don'ts" of corrective action in order to improve employee performance and behavior. Discussion will include the importance of documentation, clarity in preparing and presenting corrective action, and consistency in application. You will receive practical advice on how to effectively handle this delicate communication more confidently. This session will provide an overview of the latest developments in the recourse of the employee, and management's role in responding to internal and external complaints.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Delegation

Are you feeling overwhelmed by all of the work that lands on your desk? Do members of your staff look for growth in their current positions and exposure to new professional development opportunities? Do you struggle to let go of responsibility for tasks while remaining accountable for results? Have you become too much of a "working manager"? If you answered, "yes" to any of these questions, this workshop may be for you! Our facilitators review the fundamental skills necessary to effectively get work done through others, and how delegation can help you develop your employees.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Driving Change

For workplace change initiatives to be successful, organizations need leaders who are able to turn resistance into commitment and inspire team members to take ownership of change. This course provides the skills and resources leaders need to accelerate the process of implementing change with their team members and to create and agile work environment where people are more open to change.

**AUDIENCE:** MANAGERS AND SUPERVISORS

THIS COURSE IS OFFERED THROUGH BWH.

## E-mail Writing and Etiquette

Learn how to write effective e-mail messages for exchanging information, asking questions, providing instructions, and more. Review ways to enhance the 'readability' of your messages and tips to help make e-mail writing faster and easier. We'll also review e-mail etiquette, how to achieve the right 'tone' and suggestions for reducing confusion, miscommunication, and e-mail overload.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Effective Presentation Skills

Anyone who has ever done a presentation knows it can cause fear and anxiety. Whether you are involved in conducting formal presentations in front of large audiences or informally speaking at department meetings, professionals can benefit from improving their presentation skills.

This is a hands-on workshop emphasizing developing content and practicing presentation skills in a group setting. Through active participation with Brenda O'Hanley, you will learn to prepare content, improve your platform skills, design and use visuals, and most importantly - reduce your speaking anxiety!

Feedback and coaching will follow each participant's presentation. In addition to this coaching, you will also receive a video of your presentation for private viewing. .

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Embracing Change

If there's one thing all organizations in today's economy have in common, it's that they are undergoing change, and BWH is no exception to that rule. This course focuses on the role of individual performers in implementing change in the workplace. Participants discover their Change IQ, learn about the phases of change that many people experience and are introduced to the best practices that will enable them to tackle and overcome the new business challenges of today and tomorrow.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH BWH.

## Employment Law

This session will review federal and state employment laws including the Fair Labor Standards Act and the Small Necessities Leave Act. Other key topics include Civil Rights and anti-discrimination laws, Sexual Harassment, the Americans with Disabilities Act and the Family Medical Leave Act. Discussion in this session centers on issues that come up in the day-to-day management of employees and on helping managers to identify when to call upon available resources for help. Past participants have said that this program "should be mandatory" and that the presenters were "knowledgeable and thorough."

**AUDIENCE:** CURRENT MANAGERS

THIS COURSE IS OFFERED THROUGH PHS.

## Facilitation Basics

Facilitation Basics supplements the Running Effective Meetings program (also in this series) by exploring, in depth, what happens during the third phase of running meetings: facilitating the meeting itself. Groups can stall even when the facilitator applies effective agenda planning, preparation, and follow-up skills.

This program is ideal for individuals who have experience planning and leading meetings, and who are interested in acquiring specific tactical tools that will help them facilitate group decision-making, problem-solving, idea generation, and assist them in the management of difficult participant behaviors.

You will have the opportunity to examine and apply specific tools during two distinct components of the meeting process: Guiding the group thinking process and

facilitating individual and group behavior. These tools will enable you to maintain the group's focus on content and process; to maintain open and balanced discussion during the meeting; and to protect individuals and ideas from attack.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

### Healthcare Finance

Join Dr. John D. Sullivan for a finance overview of Healthcare with an exploration of basic corporate financial structure and the finance challenges Healthcare faces. If you want a better understanding of financial basics and how they relate to the Healthcare industry this class is for you.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

### High Impact Feedback & Listening

In this course, individual performers learn how to effectively deliver both positive and developmental feedback. They also learn how to be receptive to feedback and listen to accurately understand the speaker's intended message. In the workplace, these skills help them to optimize and sustain their own and their coworkers' performance.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH BWH.

### Improve Your Business Writing

Learn how to create well-written e-mail messages, letters, reports, and other materials. Special focus is on how to write clearly and concisely and how to avoid common business writing problems. We'll also review aspects of punctuation, grammar, and word usage and learn about print and Web resources that can help you further develop your writing skills.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

### Interpersonal Effectiveness

This course will help you achieve greater skill in interpersonal communication. You will study a model of communication, the barriers to effective communication, appropriate methods of organizational communication (email, face to face, meetings), and other key concepts that give you the ability to practice new methods of improving your ability.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

### Introduction to Project Management for non-Project Managers

Plan and manage small projects ranging from individual efforts to those involving small teams of two to five people in a manner consistent with project management best practices in order to maximize the likelihood of meeting project schedule, quality, and scope targets.

You will learn:

- how to start a project in an organized fashion
- an accepted method of defining the project's scope
- how to develop a schedule
- methods for identifying and managing risks to the project's success
- how to finalize the project plan

- how to plan for effective communications to be implemented as the project progresses
- what issues are and how to manage them as they arise during the course of the project
- how to manage changes in order to keep the project on track
- methods for assessing how well your project is doing relative to your plan
- ways of motivating team members to accomplish their tasks
- how to bring the project to closure and learn from it so that you can manage the next project more effectively

This course is appropriate if:

- You are responsible for, or are being given more responsibility for, managing small less formal projects and you've not had previous training in project management.
- You don't expect to be a full-time project manager. Rather, you've been asked to lead a small team of one to five people in accomplishing a particular goal in addition to performing your regular job responsibilities.
- You're a "casual project manager" interested in getting more structured, organized, and efficient in leading these small efforts. Attendees may include team leads, analysts, technical leads, administrative assistants, functional managers, supervisors, scientists, developers, graphic designers, and others.

The price for this course is \$95 per participant for employees of BWH, MGH and Partners HealthCare departments:

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

### Navigating Beyond Conflict

The differences people bring to the workplace can promote tremendous creativity and innovation. Those same differences can also contribute to misunderstandings, which can lead to discord, and, if left unresolved, dispute. Individual performers need to know how to effectively navigate beyond conflict to prevent damage from occurring. In this course, individual performers learn how to recognize the warning signs of conflict and take action to prevent situations from escalating or to work out the conflict if it does escalate. This allows them to mitigate any negative impact, thus reducing the cost of conflict and improving business results.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH BWH.

### Performance Management for Non-Managers

The revised course is open to all non-managers and is part of the Management Certificate Program. Join your colleagues at this interactive class where you will learn about and have a chance to practice the key principles managers apply to achieve stronger individual and team performance including:

- Welcoming and preparing staff to be successful in their job each day
- Providing clear expectations and managing them
- Providing and soliciting feedback (both informal and formal)
- Planning for career growth with goal setting and development plans

This class is for employees who do not directly supervise employees.

**AUDIENCE:** NON-MANAGERS ONLY

THIS COURSE IS OFFERED THROUGH PHS.

## Performance Management for Managers

This interactive class will guide leaders, managers, and supervisors through the process of developing and assessing staff performance. Engaging exercises, case studies, and live dramatizations will help participants learn how to set staff up for success and manage common performance issues. Tips for providing an effective performance appraisal will help participants gain confidence with this important opportunity to communicate progress with their staff. Join your colleagues as we cover the following learning objectives

- Set and Manage expectations for your team
- Use guidelines and tools to strengthen your departmental orientation and training
- Gain knowledge of how to effectively provide positive and constructive feedback and respond to performance issues
- Provide staff with a meaningful annual performance appraisal

What your colleagues are saying about this class:

- The examples/scenarios and case studies were very helpful.
- Provided many useful ideas to help improve my management
- The dramatizations were very effective. Giving clear, visual examples of successes and failure proved the point.
- The instructor was very responsive to all questions and requests. Always came back to the agenda and theme. Very encouraging and motivational.
- The class was well defined and involved with some great tips to handle difficult situations. I would strongly recommend to others.

**AUDIENCE:** FOR CURRENT MANAGERS AND SUPERVISORS WHO MANAGE AND ASSESS EMPLOYEE PERFORMANCE

THIS COURSE IS OFFERED THROUGH PHS.

## Project Management-Human Factors

This course focuses on the most difficult tasks in managing a project that involves others, either directly or indirectly. Learn how to better manage a project team, communicate and gain buy-in for projects, and negotiate delegation within your team. Project management specialists will share tools and methods to ensure your project is successful.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Purchasing Essentials

If you are responsible for ensuring the timely purchase of goods and services, you will appreciate this course. Purchasing Essentials walks participants through key policies and procedures to effectively navigate the purchasing system. Further, you will learn how representatives from Partners Healthcare Materials Management Client Services, your purchasing lifelines, can assist with all your Materials Management needs.

Learning Objectives

- Understand Purchasing, Accounts Payable and Employee Reimbursement policies and procedures
- Learn how to effectively purchase and pay for anything at PHS
- Know how, when and why to use the Partners Contracts Department
- Be aware of the policies dictating business expenses

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Resolving Workplace Conflict

Today's business environment challenges organizations to increase productivity, improve quality, shorten cycle time, and reduce costs. An unfortunate but natural byproduct of these challenges is conflict. While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships. This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics – coach and mediate – and leave with tools to help when approaching these conversations.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH BWH.

## Rewarding and Recognizing Employees

When managers are feeling frazzled by the many demands that are made of them, some will ask: "Isn't paying people enough of a reward for work?" When pressed, most concede that just "paying people" isn't enough when it comes to fully engaging employees and encouraging truly committed performance. People are not machines.

In this workshop, our facilitators will show you how to create engaging and productive work environments by effectively rewarding and recognizing employees. This course is offered through PHS.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Running Effective Meetings

Brenda O'Hanley provides you with specific methodologies and best practices for conducting time-effective and more productive meetings. Intended for managers, supervisors, team leaders, or anyone who is responsible for organizing and leading meetings on a regular basis, this course will help you evaluate the purpose and determine the most appropriate methodology to conduct a meeting; implement time management techniques to ensure productive use of participants' time and achievement of goals; and facilitate the "process" of a meeting by supporting various interactive skills and ensuring all necessary roles are fulfilled. Please join us!

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Writing Skills Workshop: Improving Grammar, Punctuation and Word Usage

Do you want your e-mail messages, letters, and other written materials to be polished and professional? If so, then join Bernadine Cassell for this broader review of grammar and punctuation, sentence structure, commonly misused words, commonly misspelled words, and tips on how to proofread. Come with your questions about grammar rules, writing style, or other aspects of business writing.

The focus for this workshop is on grammar, punctuation, and correct word usage. The emphasis is on using grammar, punctuation, and word choice to clearly convey information and avoid miscommunication.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Writing for Results: Beyond the Basics

What should you consider when you need to influence others (persuade), provide clear instructions or directions, or communicate about sensitive matters? We will focus on writing as a tool to help deliver results - from helping others do their jobs, to helping them understand issues or comply with a request. We will also consider various business writing problems, discuss current versus outdated grammar rules, and review ways to state information in a fresh and concise manner.

This is the more “advanced” of our two half-day writing classes with the focus on using writing to accomplish results (e.g., persuade or communicate about complex or sensitive matters). We particularly address concise and precise writing (really saying what we mean), plus touch on outdated grammar rules and ways to continue to refine writing skills.

**AUDIENCE:** ALL STAFF

THIS COURSE IS OFFERED THROUGH PHS.

## Library Services

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### Onsite-Online Become a Better Smarter Searcher

Explore the many research databases available to you through these hands on sessions. Led by our director of Library Services, you will have the opportunity to use these databases to yield better research results!

### The Research Process

Throughout this class you will be able to create strategies for approaches to individual and team research projects, including preparing for research, obtaining and critiquing resources, synthesizing findings and analyzing results

### Open Houses

The Patient/Family Resource Center hosts a series of Open Houses outside the cafeteria throughout the year on national health observances. Visitors can read books, take handouts, participate in interactive demonstrations, and have their questions answered by BWFH topic experts.

### Book Talks

Monthly Book Talks highlight books from the Patient/Family Resource Center collection for interactive small group discussion and demonstration. Book Talks are open to all staff, patients and families to increase awareness of our health education resources and how they can educate patients and families about healthy lifestyles.

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**[www.brighamandwomensfaulkner.org](http://www.brighamandwomensfaulkner.org)**



**BRIGHAM AND WOMEN'S**  
**Faulkner Hospital**