

5 Steps to Professional Success

Do's and Don'ts in the Workplace



caregivers

PREVENT  PROTECT  PROMOTE
abuse/neglect *clients* *dignity*

FACILITATOR GUIDE

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Five Steps to Professional Success



Caregiving is a career that many choose because they take pleasure in helping others. But in order to be content in our jobs, most of us need to feel valued and respected and to establish positive relationships with our colleagues and supervisors.

[This training recognizes that facilitators and attendees may represent any DQA-regulated healthcare, homecare or residential care provider and may use different terms to refer to their provider type; to the individuals receiving care, treatment, or services; and to the individuals providing care, treatment, or services.]

- *For this training, the term “provider” or “provider type” is used to refer to any DQA-regulated provider, entity, or facility.*
- *The terms “client” or “resident” are used to represent any person receiving care, treatment and/or services from any provider in a facility or in their own home.*
- *The terms “caregiver” or “staff” are used to represent any individual employed by or under contract with the provider.*

Facilitators may wish to change the language to be appropriate to the setting in which they are presenting this information.]

This workshop focuses on five important steps that will showcase your dedication and skill as a caregiver while helping to ensure your professional success:

1. Put Your Best Foot Forward
2. Know the Rules of the Road
3. Don't Travel Alone
4. Remember the Destination
5. Celebrate Your Journey

Learning Points

Let's review the main learning points of this workshop:

- Learn to project a professional image
- Understand the rules and guidelines of your job
- Know how to work within a team
- Use customer service techniques for the best client/resident care

What are some qualities you think of when you imagine a “professional person?”

Step #1: Put Your Best Foot Forward

Professionalism is most often measured in four basic ways:



- Appearance (How you look)
- Communication (What you say)
- Performance (What you do)
- Attitude (How you approach your work)

Let's look at some tips to make sure that you are succeeding in each area.

Appearance

First impressions are usually made on the unspoken signals you send. Consider some ways that you can convey professionalism without saying a word:

Clothing. Choose clothes that fit the job. Many caregivers wear uniforms, so that can help make choices easier. Appropriate clothing choices say, "I understand the focus is on the job, not on me." Clean and crisp attire sends the message that you are organized, competent, and well-prepared to do your work.

Hygiene. The nature of your job requires very close contact with residents and clients, co-workers, etc. so good personal hygiene is necessary. Good practices include oral hygiene, daily showers, using deodorant and fresh clothing. Clean hands and short, plain fingernails are two ways that caregivers send a message that hygiene is important to them.

Body Art. Different generations and cultures view body art and body jewelry differently. While it's great to express yourself, it's best to underplay that aspect of your personality when at work.

Perfume/Fragrance. Although fragrance isn't visible, those around you will "see you coming" if your perfume is overwhelming. Some are allergic to certain fragrances. Save the perfume for personal time.

Communication



A famous quote suggests that you should never miss an opportunity to say nothing! While we can't work in silence, it's important to think about how our words send signals about our professional demeanor. What are some tips for positive communication?

Manners. In today's busy workplace, it's easy to forget courtesies like saying please and thank you. How much more likely are you to respond to a request when these simple words are included?

Compliments. When you see it, say it. Never miss an opportunity to acknowledge others' accomplishments or good deeds.

Tone of Voice. A big complaint in small workspaces is the volume and tone of a co-worker's voice. Be aware that a loud, angry voice may annoy or frighten others and sends the wrong message about your professionalism.

Grammar. A tune sung off-key focuses on the singer instead of the song. In other words, using poor grammar may cause the listener to focus on how you speak and disregard what you're trying to say. If your grammar is significantly different from those around you, consider modifying it to convey a more professional image. If you recognize that grammar isn't your strong suit, maybe work on improving it through on-line courses or websites or textbooks.

Jokes/Profanity. Off-color jokes and the use of profanity may diminish your professionalism more than any other single action. While jokes or conversations sprinkled with swear words may be perfectly acceptable in your personal world, they are a huge roadblock on your road to professional communication.

Performance

Actions speak louder than words. While your words are important, it's your actions that are the final measure of your professionalism.

Work Hard. Being seen as a hard worker is admirable. Employers value employees who can get the job done. Here are some suggestions for performing your job in the most focused way:

Identify Your Job Responsibilities. It really is all about the work. Focus on the tasks associated with those responsibilities.

Do Your Best. Acknowledge that "your best" may vary from day to day. At the end of the day, can you say you did your best, tried your hardest? If not, take that as a lesson learned for tomorrow, but not as a punishment that you impose on yourself for events already past.

Ask for Help. If you feel that your duties can't humanly be completed in your workday, talk to your supervisor. Ask your supervisor to job-shadow to suggest different approaches. Demonstrating your situation is usually more effective than complaining about it.

Avoid distractions. If you have identified your responsibilities in #1, it's easier to recognize and avoid distractions. Activities that detract from your hard work include excessive chatting with co-workers, allowing too much of your personal life to creep in through phone calls, e-mails, text messages, communications with co-workers, etc.

Be Dependable. The hardest worker in the world can't make up for excessive absenteeism and tardiness. The nature of your job as a caregiver makes reliability more important than many other positions. Your job won't wait until tomorrow—your services are needed today. Planning ahead for the “what-ifs” in your life that affect your attendance/timeliness can reduce stress and maintain your reliability. What if your daycare provider is unavailable? Do you have a back-up? What if your car breaks down? Do you have another way to get to work?

Attitude

These days when a person is said to have an “attitude,” it usually means bad attitude. Maintaining a good attitude is critical to any worker's success. A clever quote by Zig Ziglar says it all:

“It's your attitude, not your aptitude, that determines your altitude.”

In other words, a positive attitude can mean more than ability in terms of job success. Employers believe they can always teach skills, but it's much harder to teach “attitude.” A positive attitude is a good habit that is contagious. Did you ever notice how hard it is to stay grumpy when you're approached by a smiling colleague? With a little practice, you too can view matters from the sunny side of the street. Here's how:

Choose Your Attitude. You have the power to choose your attitude. If you choose the positive approach, your day just got a little easier!

Count Your Blessings – Literally. Go through a mental checklist of all the good and positive things in your life. This exercise helps put negative things in perspective.

Banish the Negative. While you can't always avoid negativity in the workplace, you can decide never to contribute to it.

Keep Moving Forward. Everyone has an off day or a bad experience. Learn from the past but focus on the future.

Don't Take Things Personally. What others say and do reflects on them, not you.

Your attitude affects the way you see yourself and the way others see you. When you choose an optimistic and positive approach to life, both you and your career will benefit.

Step #2: Know the Rules of the Road



There are many rules to keep in mind on your road to professional success, especially when you are a caregiver. Knowing those rules can help you avoid roadblocks and smooth your journey.

Work Rules

Every business has work rules, and abiding by those rules is part of a contract with your employer when you accept a job. Work rules are usually presented and explained during new worker orientations.

It's in your best interest to thoroughly understand the rules at your workplace for several good reasons:

- You want to know what's expected of you
- You don't want to unknowingly break any rules
- You want to be seen as a valuable employee

Here's an example of someone who didn't understand the importance of the work rules:

Lexi is 19 years old and has been working at Happy Harmony Assisted Living for the last 6 months. It's her first full-time job and she loves helping residents. Her supervisor has complimented her on her hard work and positive attitude.

Yesterday Lexi was fired. "I can't believe you're firing me! What did I do wrong?" she asked her boss. The boss reminded Lexi that she had been warned twice in the past about being late. "We went over all the work rules in the employee handbook when you started your job, Lexi. Here's your signature stating you understood them."

Lexi was angry and embarrassed. She hadn't paid much attention to the work rules; it seemed like a bunch of legal mumbo-jumbo. As she left the facility for the last time, she muttered to herself: "Who wants to work here anyway? They don't even appreciate all I did for them!"

Even though Lexi was doing a good job, the facility felt it was equally important that Lexi get to work on time. Understanding and abiding by the work rules are critical to your success as a professional.

Care Plans

They may be called care plans or individual service plans or given some other name at your workplace. Whatever the name, care plans outline your job duties with each individual resident or client. It's in your best interest, and the interest of the resident, to know, understand, and follow the care plans completely.

Advantages to knowing individual care plans include:

- Understanding the resident's history and needs
- Providing the best quality of life possible for the resident
- Making your job easier by understanding successful approaches to use with the resident
- Providing you with an outline of your specific job duties

The most successful care plans include input from doctors, nurses, social work staff, the resident, the resident's family, and you—the direct caregiver! Participate in the care plan process. Not only will it result in more positive outcomes for those in your care, but you will also be seen as the professional you really are!

The Caregiver Law



Caregivers in Wisconsin are held to very high standards of conduct. A 1998 law outlines “caregiver misconduct” and imposes penalties on caregivers who commit prohibited acts against clients and residents in regulated healthcare facilities.

The caregiver law is an important set of rules for caregivers. A person found to have violated these rules can be barred from working as a caregiver in Wisconsin. Let's take a look at the simplified definitions of caregiver misconduct.

MISCONDUCT	SIMPLE DEFINITION	POSSIBLE EXAMPLES
ABUSE	An intentional act that: Contradicts a health care facility's policy/procedures AND Is not part of the care plan AND Is meant to cause harm.	<ul style="list-style-type: none"> • Physical abuse – hitting, slapping, pinching, kicking, etc. • Sexual abuse – harassment, inappropriate touching, assault • Verbal abuse – threats of harm, saying things to intentionally frighten a resident • Emotional abuse – humiliation, harassment, intimidation with threats of punishment or depriving care or possessions

NEGLECT	A careless or negligent act that: Fails to follow facility procedure or care plan AND Causes or could cause pain, injury, or death BUT Is not intended to cause harm.	<ul style="list-style-type: none"> • Not using a gait belt when required or transferring a resident improperly • Failure to perform ROM exercises • Turning off a call light • Leaving a resident wet or soiled • Disregarding hydration orders • Failure to deliver or administer medication
MISAPPROPRIATION	An intentional act that: Is meant to permanently deprive a client of property OR Misuses a client's personal property AND Is done without the client's consent.	<ul style="list-style-type: none"> • Theft of cash, checks, credit cards, jewelry, medication, etc. • Misuse of property, e.g., using a resident's cell phone, wearing a resident's jewelry, eating a resident's box of candy, etc. • Identity theft

Reporting Misconduct

Under Wisconsin law:

- A staff person must report a suspected incident of misconduct immediately to a supervisor
- A regulated facility must investigate and report to the State Division of Quality Assurance under certain conditions

Activity: Reporting Challenges

Both staff and the facility have a legal responsibility to report suspected caregiver misconduct. While it may be difficult to do, your responsibility to your clients and residents must come first. When caregivers and facilities talk openly about the requirement to report, there is no unspoken expectation that witnesses to caregiver misconduct will remain silent.

One of the toughest challenges a caregiver may ever face is reporting suspected misconduct by a co-worker. What are some of the reasons a caregiver might hesitate to report an incident to a supervisor?

[Ask participants to offer reasons. Record them on a flip chart. The following responses were offered by a group of Wisconsin caregivers. You may offer one or two to spark the conversation:]

Fear of retaliation from the accused caregiver or other caregivers
Being seen as a troublemaker
Doesn't want to get involved
Believes they should keep problems "in house"
Feels it's stressful/risky to report
Will upset consumer/family
Doesn't have enough proof
Is a new employee and doesn't want to "rock the boat"
Consumer asks caregiver not to report
Unsure if incident meets the definition of misconduct
Thinks the situation might correct itself
Doesn't think facility will follow through on the report
Doesn't hear back from managers if they have reported in the past
Might not be believed
The person they need to report is a friend (or someone they must continue to work with)
Fears loss of job (if someone thinks they made up the story)]

What could supervisors or managers do to make it easier for caregivers to report suspected misconduct?

[Ask participants to offer solutions. Record them on a flip chart and pass them along to supervisors for follow-up. The following responses were offered by a group of Wisconsin caregivers. You may offer one or two to spark the conversation:

Provide education and training
Reinforce trust between staff and management through team building, acknowledging reports and treating reports confidentially
Have an "open door" policy to encourage communication
Reassure staff that reporting is welcome—support the reporter
Be sensitive to relationships (e.g., reporter vs. accused)
Encourage reporting anything that just doesn't feel right (trust your gut)
Show appreciation (for reporting)
Have a clear reporting hierarchy
Post contact info (for reporting)
Let the reporter know that his/her report was received at the appropriate level and is being investigated]

Step #3: Don't Travel Alone!



Few travel the road to professional success by themselves. And what a boring trip it would be! Along the way, colleagues, supervisors, clients, and many others will offer challenges, lessons, frustrations, and rewards to your life's experience as a caregiver. Let's talk about two areas that are essential for successful professional relationships.

Teamwork

Employers often say they are looking for “team players.” But what does that mean exactly? Here are some qualities used to describe people who work well within a team:

Shows Dependability. Gets work done and does his or her fair share. Follows through on job duties—a person you can count on all the time.

Communicates Positively. Speaks up and states thoughts clearly and honestly but with respect for others and the work of the team. Asks for and respects the input of others. Gives credit to others.

Listens Actively. Considers ideas and opinions from other team members. Accepts criticism and disagreement without becoming defensive.

Participates Energetically. Good team players actively participate in the work of the team. They have a “can-do” attitude and volunteer for assignments. Their philosophy is, “While I’m here, I’ll give it all I’ve got!”

Shares Information and Experiences. Good team members “spread the wealth” by sharing information to keep others informed. They develop good relationships with other members to encourage open communication. Some people see knowledge as power and hoard information. Not this team member!

Cooperates and Supports Partners. This team member believes in working with others to get the job done and works this way naturally. Good team players figure out ways to have a good relationship with co-workers who have different styles and views in order to get the job done.

Accepts Change. Good team players see change as an opportunity for growth, not a threat to the status quo.

Shows Flexible Thinking. This team member can live with different points of view and compromise when necessary. Flexible thinkers stay away from rigid thoughts and move forward to get the job done.

Shows commitment to the team. Strong team players value their work, the team and the team’s commitment to meet its goals. They give and expect good effort.

Solves Problems. This member approaches problems with solutions in mind. They don’t dwell on a problem, or place blame. Problem solvers are always looking forward in a positive way to defeat problems and improve the team’s work.

Team players display many different characteristics and styles. It isn't always the outgoing, talkative person who works best on a team. Sometimes it's the quiet person who seems to offer sensible approaches and follows through on his/her efforts.

The best indicator of teamwork is demonstrated by the person who sees his or her individual work as part of a greater effort. The commitment is about winning—but not in the sports sense. In the caregiver world, teamwork means using the best contributions of the whole team to accomplish a goal. The goal is providing exceptional care and treatment to clients and residents while enjoying the support of the team.

Activity: Memory Game Team Building Exercise

Many of you have probably played this game in the past. Today we will use it to focus on the positive power of a team.

[Show the Memory Game Power Point slide to participants. Allow about 30 seconds to look at the objects and then turn the slide off. Allow a minute or so for them to write down all the objects they can remember. They should not consult with others at this point. Turn the slide back on and ask participants to jot down the number they remembered.]

Next, ask the participants to break into teams. Tell them you're going to add more objects to the next slide. Give them 2 or 3 minutes to discuss how the team should approach viewing the slide to remember the most objects. Then proceed as you did before.

NOTE: If you're not using Power Point, you may place common objects on a table or tray or paste images of objects on poster board.]

Look back at the qualities of good teamwork that we talked about earlier. Did your team display any of these qualities? Which ones? Did your team have a better outcome (remember more objects) than when you worked alone?

[Ask participants to respond to the questions in the paragraph above. Jot them on a flip chart.]

Successful Professional Relationships



Positive relationships with co-workers and supervisors contribute directly to job satisfaction and performance. Remember the saying, “You can pick your friends, but you can't pick your family?” The same holds true on the job; you usually can't choose your co-workers. But you do have choices when it comes to fostering positive relationships in the workplace. The attention you dedicate to those relationships will pay dividends to you, the workplace, and the residents and clients that you serve.

Listed below are some thoughts about ways to have successful relationships at work:

Friends vs. Colleagues. Working closely with others can blur the line between friendship and professional relationships. You have a personal life full of joy, hardships, successes, and challenges that you naturally want to share with someone. Although lifelong friendships sometimes start as professional relationships, don't assume that every co-worker has your best interests at heart or wants to hear personal details. It can be especially tricky when a relationship with a colleague goes sour because you must still work with that person. Pay special attention if you are considering a romantic relationship with a co-worker.

Too Much Information. Personal information is just that—personal. In your professional life, it's usually best to keep those intimate details to yourself. Sensitive topics include your sex life, problems with family members, romantic relationships, your health, your salary, and your desire to find a different job.

Courtesy vs. Familiarity. In the workplace, courtesy and respect are keys to successful relationships. Behavior that is perfectly acceptable in more casual or personal relationships may be viewed negatively at work. For example, kidding around or teasing friends and family may be a time-honored way of communicating but those same approaches may be misunderstood by co-workers.

Gossip and the Grapevine. Although both are informal ways to communicate, neither is based on reliable facts. Consider whether you want to participate in a conversation that may prove hurtful or harmful to another. The underlying motivation to gossip usually stems from feelings of low self-esteem or jealousy. The person who gossips is trying to feel important or interesting at the expense of others.

Hot Button Issues. There are certain topics about which people feel very passionate. For that reason alone, it's best to avoid them in your workplace conversations. Topping the list are religion and politics (particularly around election time). Even though you may be discussing either topic with a like-minded co-worker, someone overhearing your conversation may be offended or feel uncomfortable.

Having A Good Relationship with the Boss. Some people have trouble with authority or authority figures. Professionals find ways to have a good relationship with all types of personalities. Sometimes it helps to "walk a mile" in your supervisor's shoes. You both have the same goal, but your supervisor must also be concerned about staffing levels, training, human resources, costs, building safety and other big picture items. Problem solving is part of your boss's job, too. While it's important to report problems, try to offer solutions. Pay attention to the rules and work with integrity.

Dealing with Difficult Co-workers. With the many different personalities and styles found in the workplace, it's inevitable that people will clash from time to time. Most of the time you can disregard or avoid minor incidents, but sometimes you will have to find the courage to face situations head on.

Think about how this assertive approach might work:

1. **Talk to the person privately about their words or actions.** Avoid exaggeration and be respectful. The statement might start out, “Jane, I enjoy hearing about your children, but when our conversations go on too long...”
2. **Tell the person how you feel.** “...I feel like I’m neglecting my responsibilities,” or “I’m worried the boss will think I’m wasting time.”
3. **Ask for what you want.** “Can I count on you to help me limit our personal conversations to lunch or breaks?”

Can you think of any other tips for establishing successful relationships at work?

[Give participants a couple of minutes to jot down some thoughts. This may provide an opportunity to describe approaches they have personally witnessed or admired. Ask participants to share tips they thought of, and you may jot them on a flip chart.]

Step #4: Remember the Destination



Think of your path to professionalism as a means of reaching your destination or goal. The most important goal is providing high quality care to residents and clients.

There are many judges of quality care including supervisors, family members, state regulators and others. The most important person in determining the quality of care is the person receiving it—the client or resident.

If we look at the resident as a *customer*, it may be easier to define quality care and service because we’ve all been customers ourselves. We usually think of *customer service* in terms of companies that sell goods or services.

Here are some types of entities that depend on strong customer service to attract and keep your business:

- Grocery, clothing, discount, and appliance stores
- Utility, phone and cell phone, internet, and cable TV companies
- On-line retailers, home shopping networks and catalog merchandisers
- Rental agencies, banks, insurance companies
- Health care providers, e.g., doctors, dentists, nurses, hospitals
- Elected officials. In this case, the customers are the voters!

Activity: Customer Service

Think about a negative or frustrating situation in which you were the customer. Write down two or three things the customer service representative did to make your experience unsatisfactory.

[Give participants 2 or 3 minutes to think about their experience and write examples on the space provided in their participant guide. Then ask them to offer examples to the group. Write their responses on a flip chart or whiteboard. Sample responses might include:

Didn't acknowledge my frustration

Acted like I was a bother

Ignored me

Talked to a co-worker while helping me

Made me wait too long

Didn't know how to solve my problem

Rushed through the process

Was rude or grouchy

Seemed distracted]

Next, think about a positive or satisfying situation in which you were the customer. Write down two or three things the customer service representative did to make your experience satisfying.

[Give participants 2 or 3 minutes to think about their experience and write examples. Then ask them to offer examples to the group. Write their responses on a second flip chart or whiteboard. Sample responses might include:

Apologized

Cared about solving my problem

Focused on me

Appreciated my business; said thank you

Responded promptly

Was polite

Was efficient; knew their job

Was friendly]

Take a look at the two charts. What do you think are the most important qualities a caregiver should demonstrate to make their services a satisfactory experience for their customers (residents and clients)?

[Ask participants to select positive responses or offer alternatives to poor examples; record their responses on a flip chart or simply check the responses provided earlier.]

When we are able to empathize with clients and residents by comparing our own experiences in a similar situation, it seems much easier to reach our destination or goal of providing quality care.

Step #5: Celebrate Your Journey



A caregiver was overheard saying, “This is the toughest job I’ve ever loved!” Caregivers have demanding jobs and provide critical, life-supporting services to fragile people every day. There is no more honorable task than serving those who need us most.

As you follow the steps to reach your professional goals, take the time to celebrate your accomplishments and look forward to higher levels of achievement. Here are some ways to support yourself and your colleagues along the way:

Stay Connected

In the last few years, more resources for supporting direct caregivers are available on the internet. For example:

Wisconsin Long-Term Care Workforce Alliance

A coalition of public and private organizations and individuals that recognize the critical and indispensable role direct caregivers play in meeting the long-term care needs of older persons and persons with disabilities in Wisconsin. The purpose of the Alliance is to develop and implement statewide community-based strategies to improve the recognition, retention, and recruitment of the long-term care workforce.

<http://www.wiworkforcealliance.com/>

PHI National

PHI works to transform eldercare and disability services. We foster dignity, respect, and independence—for all who receive care, and all who provide it. As the nation’s leading authority on the direct care workforce, PHI promotes quality direct care jobs as the foundation for quality care. <https://www.phinational.org/>

Keep Learning

There are many opportunities for life-long learning:

Did you always mean to go back to school? Whether it means getting a G.E.D. or a Ph.D., explore that next step of formal education.

Learn a new skill for your own enjoyment. Take a cooking class; learn to skate or how to knit. Craft stores, community centers, technical colleges and public-school systems offer a variety of free or inexpensive classes.

Enrich your professional knowledge base. Find resources that will improve your professional skills. For example, caregivers are seeing more residents in later stages of dementia or Alzheimer's disease. To learn more about these conditions, caregivers in Wisconsin are eligible to participate in training developed by UW Oshkosh as part of the Dementia Capable Wisconsin project. For more information, www.uwosh.edu/dementia.

Suggest training topics. Most providers are required to provide ongoing training to staff. Identify a need and suggest it to your boss.

Interested in pursuing a career path? Find out what it takes to move up the ladder. Health care job opportunities will grow steadily in the coming decades as America ages. Wisconsin has excellent technical college and public university systems. For more information: <https://www.wtcsystem.edu/> or <http://www.wisconsin.edu/>

Inspire Your Workplace

We all know that breaks in our routines are welcome in the working world. After checking with your boss, plan some activities that might help strengthen your team, make work fun, or provide a respite from daily stressors. Here are some ideas others have used to brighten their days:

- Spiff up your break room, your locker or other employee space. It doesn't have to cost a penny. Replace those year-old magazines with newer ones from home or friends; ask a few co-workers to contribute a coffee mug to replace the stained and chipped collection; look for free, colorful posters to replace the tattered versions on your walls.
- Establish a lending library of used books, CDs, movies, etc. Don't contribute anything you expect to get back, however. There won't be a "librarian" on duty.
- Bring a food treat on a day no one expects it or plan a potluck where everyone brings a dish to pass.
- Dress up or decorate for special occasions.

- Exchange unwanted items with co-workers. Use a small bulletin board in an employee area to post items that someone else might need: used furniture or small appliances, children's or baby items, uniforms, etc.
- Plan a "compliment" day. Use tickets, poker chips or pennies. Staff make a special effort to "pay compliments" to co-workers by handing them a token and offering a word of praise. If you wish, provide a small prize to the person who earns the most compliments that day.

As you can see, celebrating your journey requires extra effort on your part, but can provide great rewards to you, your colleagues and those in your care. As you travel along the path to professional success, keep in mind the 5 steps we just reviewed. And most of all -- enjoy the trip!

Wrap-Up

Let's review the main learning points:

- Learn to project a professional image
- Understand the rules and guidelines of your job
- Know how to work within a team
- Use customer service techniques for the best client/resident care

[For this training, you will need:

- *Laptop computer (recommended)*
- *MS PowerPoint (PPT Viewer can be downloaded for free at [Microsoft.com](https://www.microsoft.com))*
- *LCD Projector (recommended)*
- *Screen for viewing the PPT (recommended)*
- *Flip chart and markers*
- *Printed Participant Guides*
- *Pens or pencils*
- *Evaluation (optional)*
- *Certificate of completion (optional)*

Note: It is strongly recommended that the PPT be viewed using an LCD projector. If that option is not available, the PPT may be downloaded and printed as a handout.]