Leading Your Team Through Change

Patient Experience Program (PEP)

Essentials of Email Etiquette
TABLE OF CONTENTS

Communication .............................. 3
- Projecting your Positive Personality on the Telephone
- Essentials of Email Etiquette

Customer Service ........................... 3
- Foundations of Customer Service: (Newly hired within the last 6 months)
- Improving Customer Service Through Great Explanations
- Communicating with Empathy: Making a Connection when it Matters Most
- Patient Experience Program (PEP)

General Interest ............................. 4
- Showcasing your Professional Image
- Navigating Beyond Conflict
- Strategic Thinking
- Working as a High Performing Team
- De-escalation Through Verbal Interventions

Leadership ................................. 5
- Anyone who supervises one or more employees is eligible to attend the following courses.
  - Leading your Team Through Change
  - Meeting Essentials
  - The Emotionally Intelligent Manager
  - Creating a Service Culture: The Service Leader Role
  - Challenging Conversations
  - Gaining Confidence in Your Hiring Decisions

Computer .................................... 8
- Excel Calculations
- Excel Intermediate
- Excel Calculations Lab
- Access Information Retrieval
- Access Database Design

Please check page 8 for the complete computer schedule.

Coming Up in September ............... 10

On the cover:
Augee Limbaga | Senior Training Specialist
2018 OPEN ENROLLMENT COURSES

LEADERSHIP
An Introduction to Situational Leadership
Conveying Performance Expectations
Challenging Conversations
Coaching for PEAK performance
Communicating as a Leader
Creating a Culture of Trust
Creating a Service Culture: The Service Leader Role
Delegation Intensive for New Managers
Gaining Commitment to Get Results
Gaining Confidence in Your Hiring Decisions: The Behavioral Event Interview Approach
How We Make Decisions and How to Make Them Better
Leading Your Team Through Change
Meeting Essentials
Motivating Your Team
Navigating Conflict as a Leader
Setting Goals and Reviewing Results
The Basics of Leading Change
The Emotionally Intelligent Manager
Think Team

CUSTOMER SERVICE
AIDET: Five Fundamentals of Customer and Patient Communication
Service Recovery: Making a Connection When it Matters Most
Foundations of Customer Service
Improving Customer Service Through Great Explanations
Managing Challenging Situations
Patient Experience Program (PEP)

GENERAL INTEREST
De-escalation Through Verbal Interventions
Embracing Change
How to Stay Focused on Your Goals
Just My Type: Understand Yourself and Others Through the MBTI
Managing Emotions in the Workplace
Navigating Beyond Conflict
Networking for Enhanced Collaboration
Owning Your Professional Development
Showcasing Your Professional Image
Strategic Thinking & Problem Solving: What Lies Outside of Your Box?
Strategies for Managing Stress
Systems Thinking
Take Control of Your Time
Working as a High Performing Team

COMMUNICATION
Communication Certificate Program (CCP)
• CCP Part 1: Exploring the World of Communication
• CCP Part 2: The Strategic Advantage
Essentials of Email Etiquette
Projecting Your Positive Personality on the Telephone

The Open Enrollment Courses can be customized for groups of 15 or more.

For more information contact Talent Development and Learning 212 241-1944

Learn • Grow • Achieve
Projecting your Positive Personality on the Telephone

Thursday, August 9, 1:00pm-3:00pm
42nd Street

For most of us, generating a positive first impression is easy when we are in a good mood, but what happens when we are having a challenging day? How do we create a great image over the phone when visual cues like body language cannot be seen? Learn how to improve your communication skills over the phone by reviewing proper communication techniques, uncover ways to consistently project an agreeable personality so callers perceive you and our Health System in a favorable way, and simultaneously set yourself up for a successful interaction.

Essentials of Email Etiquette

Thursday, August 9, 10:00am-12:00pm
42nd Street

Within the Mount Sinai Health System, email is a standard form of communication. In fact, for most of us it is the most commonly used communication tool which assists us in our day-to-day activities. For some, email can often be the only interaction we have with our customers. Learn how to compose effective email messages and follow the rules of polite email interaction. This course will also review the Health System’s email policy to help ensure that you are aligned with the rules of email interaction.

Foundations of Customer Service: (Newly hired within the last 6 months)

Friday, August 3, 9:00am-1:00pm
Tuesday, August 21, 1:00pm-5:00pm
The Mount Sinai Hospital

Providing great customer service requires a set of skills and behaviors that everyone working at the Mount Sinai Health System should possess. But what are the foundations of these skills and behaviors? This course introduces new employees service standards, presents the five essentials of good customer service, and provides a forum to practice these skills.

Improving Customer Service Through Great Explanations

Wednesday, August 15, 10:00-12:00pm
Mount Sinai Downtown-Union Square

One of the most important relationships the Mount Sinai Health System is between you and the customers you interact with. The goal of this workshop is to improve the quality of your explanations and to help you communicate more effectively with patients, visitors, colleagues, and internal customers, both in person or on the phone; to learn strategies to help determine what your customers want and need to know; create understanding between you and your customers; and communicate more effectively with disappointed customers.

Continue on page 5
Communicating with Empathy: Making a Connection when it Matters Most  
**Thursday, August 23, 10:00-11:30am**  
**Mount Sinai St. Luke’s**  
When a patient or customer complains, you have a brief window of opportunity to make or break all chances for a satisfactory resolution and, ultimately, maintaining loyalty. The real test of service excellence comes when an unsatisfactory experience is handled with empathy and professionalism. This course will introduce you to the L.A.S.T. method, a fundamental, simple way to effectively address patient and customer concerns and complaints to ensure true service recovery.

Patient Experience Program (PEP)  
**Thursday, August 30, 9:00-5:00pm**  
**42nd Street**  
Providing an excellent patient experience is our top priority. The Patient Experience Program introduces participants to the most current thoughts and practices in the field of patient experience improvement. As modern healthcare practices advance, the need to embrace empathic, coordinated care as a core component of high-value healthcare. This full-day learning event will leave participants with enhanced skills, renewed energy, and actionable next steps to improve the experience of patients and their families is essential.

**GENERAL INTEREST**

Showcasing your Professional Image  
**Tuesday, August 14, 1:30pm-5:00pm**  
**The Mount Sinai Hospital**  
What are you communicating when you are at work? How are you perceived? Your professional image is a set of qualities, characteristics, and non-verbal cues that make an overall impression on our customers. This session explores the meaning of a professional image and what it encompasses, allowing you to: examine desired standards of professionalism; offer the opportunity to incorporate those standards into your own style; and design effective ways to communicate and role model professionalism in today’s workplace.

Navigating Beyond Conflict  
**Thursday, August 2, 9:00am-12:30pm**  
**Mount Sinai St. Luke’s**  
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, controversy. Employees need to know how to effectively navigate beyond conflict to prevent damage from occurring. In this course, individuals 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. The ability to successfully navigate conflict allows individuals to mitigate negative impacts, thus reducing the cost of conflict and improving business results.

Strategic Thinking  
**Thursday, August 23, 1:30pm-4:30pm**  
**Mount Sinai Downtown-Union Square**  
Handling life’s stresses can be challenging. This stress management course will help you gain insight into techniques for dealing effectively with everyday issues that can lead to time mismanagement and tension. Learn methods to help you recognize the signs of stress, effectively budget your resources (time, money, etc.), clarify expectations, manage your physical self, discover solutions to assist you with work, and create work–life balance. Don’t let stress get the best of you—let this course offer you coping skills for success and peace of mind.

Working as a High Performing Team  
**Tuesday, August 28, 9:00am-12:30pm**  
**42nd Street**  
For a team to achieve peak performance, its members must involve, support, and trust one another. They must share information and commit to a process that will lead to success. This course will enhance team effectiveness, maximize performance, and positively impact the organization as a whole. Participants will learn the personal, interpersonal, and business advantages of working together as a unit and are introduced to a set of best practices for optimal results.

Continue on page 6
LEADERSHIP

Anyone who supervises one or more employees is eligible to attend the following courses.

**De-escalation Through Verbal Interventions**
*Tuesday, August 7, 10:30-12:30pm*
*Mount Sinai West*

Although we cannot change how others behave when faced with difficult situations, there are techniques that can be used to help prevent disruptive behaviors from escalating. This workshop is designed to help you successfully work with disruptive individuals, while remaining positive and doing your best to problem-solve. Join us to discuss ways to: build confidence when dealing with conflict; avoid power struggles; and improve your listening skills in order to avoid becoming defensive, angry, and uncooperative.

**Leading your Team Through Change**
*Thursday, August 16, 2:00-4:00pm*
*42nd Street*

The ability to effectively lead people through change is a fundamental competency for managers working in industries where change is inevitable. Today’s leaders must possess a change mindset, the ability to manage expectations, and the propensity to motivate others. This course will help leaders to successfully manage change by understanding the factors that commonly lead to success or failure of change efforts as well as uncovering their own mindset towards change. Additionally, participants will explore the psychological responses to change, and decide on concrete next steps to lead their teams through the stages of change in order to build commitment.

**Meeting Essentials**
*Tuesday, August 7, 2:00-4:00pm*
*Mount Sinai Beth Israel*

Every organization aims for workplace productivity and having regular meetings is part of that functionality. If conducted properly, meetings can be highly effective and
efficient. Planning, leading, and participating in meetings are skills needed in today’s business environment of change and collaboration. Participants will learn how to conduct effective and productive meetings using tools for agenda-planning, visualizing strategies for leading meetings, and approaches/tactics for summarizing meeting results.

**The Emotionally Intelligent Manager**  
*Wednesday, August 29, 10:00-12:00pm*  
*Mount Sinai Beth Israel*  
Emotional Intelligence (EI) is having the ability to recognize, motivate, and manage emotions in yourself and others. This workshop will help managers and supervisors define the characteristics and competencies of an emotionally intelligent individual, and how to effectively utilize Emotional Intelligence when interacting with direct reports and colleagues.

**Creating a Service Culture: The Service Leader Role**  
*Wednesday, August 22, 9:00-12:00pm*  
*Mount Sinai St. Luke’s*  
Creating a service culture is not a one-time, skills training event rather it is an ongoing organizational change driven by effective service leaders. Once your strategic focus is defined, the next step is knowing how to make your vision a reality. This course helps Mount Sinai service leaders identify barriers to service excellence and provides them with five leader practices to create a service culture. Participants will learn how to use authority and influence, as well as instruct them how to focus their efforts to achieve the results important to Mount Sinai customers. Please note this course is for services leaders only.

**Challenging Conversations**  
*Tuesday, August 28, 9:00-12:00pm*  
*The Mount Sinai Hospital*  
Learn new ways to communicate best when it matters the most. This course demonstrates communication tools to handle the most difficult and often most important conversations. The skills learned in this course will enable you to be effective in strengthening relationships, improving productivity, building and maintaining an open and productive team environment, and increasing accountability and responsibility in yourself and in colleagues.

**Gaining Confidence in Your Hiring Decisions**  
*Tuesday, August 21, 10:30-1:30pm*  
*Mount Sinai West*  
Selecting the right talent is one of the most important decisions that a supervisor or manager makes. After all, it is the quality of our staff that often has the most impact on the organization. The Behavioral Event Interview (BEI) is a method for assessing candidates and coming to a confident decision about your selection. This workshop will acquaint you with the overall BEI approach and will give you a set of tools that you can use in your own employment interviews.
**COMPUTER COURSES**

All computer classes are held at The Mount Sinai Hospital, unless otherwise indicated.

**Excel Lab**
**Wednesday, August 1, 11:00am–12:30pm**
This self-paced class will enhance your skills in the Excel classes you have taken. Exercises and examples will be provided. This is an open Excel Lab; bring any questions related to Excel.

**Excel Intermediate**
**Wednesday, August 1, 1:30pm–5:00pm**
**Friday, August 17, 12:30pm–4:00pm**
Learn and use more features of this spreadsheet software. This class includes managing multiple worksheets, applying conditional formatting, linking formulas, inserting graphics, hyperlinking, table formatting, filtering, and sorting.

**PowerPoint Basic**
**Thursday, August 2, 9:00am–12:30pm**
Learn the basics of animation, graphics, table information, bulleted lists, and insertion of objects. Learn slide transitions and other essential skills to create a presentation.

**Word Essentials**
**Thursday, August 2, 1:00pm–4:30pm**
This course is an introduction to the word processing application in the Office Suite. Basic concepts of creating, editing, and formatting documents on both a character and paragraph level are covered as well as learning advanced formatting techniques such as tab stops and indents.

**Excel Charting Advanced**
**Friday, August 3, 8:30am–10:15am**
Prior knowledge of Excel charting is required before taking this course. Create more than just a basic chart. In this course you will learn how to use combination charts, in-cell charts, dynamic charts with drop down menus, spark lines, and much more.

**Word Essentials Plus**
**Friday, August 3, 10:15am–12:00pm**
Word Essentials Plus covers how to display your document effectively and apply the finishing touches. Topics include: headers and footers, text enhancements, mail merge, table insertions, and table of contents. Time is also spent reviewing track changes and review notes to help the review process and speed up edits when collaborating with peers.

**Excel Pivot Table**
**Friday, August 3, 12:30pm–4:00pm**
Pivot Tables are one of Excel’s most useful and versatile functions. Learn how to create pivot tables from a variety of data. Work with pivot table options, create calculations, and group/format items.

**PowerPoint Intermediate**
**Wednesday, August 15, 11:00am–12:30pm**
Take PowerPoint to the next level! This course will discuss inserting and editing media files (pictures, video, sound etc.), using SmartArt, tables, formatting charts, advanced animations, reusing slides from other presentations, and creating a self-running show. This course also allows time for open lab. Bring your questions and/or presentations.

**Excel Basic**
**Wednesday, August 15, 1:30pm–5:00pm**
In this introduction to Microsoft Office Excel, learn the basic features of the spreadsheet interface, basic navigation, data entry, basic formulas, basic chart making, and more. Bring all of your Excel questions!

**Excel Calculations**
**Thursday, August 16, 9:00am–12:30pm**
If you need to learn how to use formulas, this is the class for you! Discover many common formulas such as SUMIF, COUNTIF, AVERAGEIF, IF, AND, OR, and VLOOKUP. Prior knowledge of formulas is recommended.

**Access Query Design**
**Thursday, August 16, 1:00pm–4:30pm**
If you have multiple tables and you need to extract data from each one, this class is for you! Learn how to select different parameters, update queries, and append records. We will discuss different query types and ways to have Access ask you for input information. Access Database Design course is recommended prior to taking this class.
Access Database Design Lab  
**Friday, August 17, 8:30am–10:15am**

Use the knowledge learned in the Access Database Design course and create or modify your existing database. This lab is a self-paced practice session. Lab exercises are provided to help with proficiency. By the end of this lab you will feel more comfortable creating databases. You may bring your own database files to review.

**LAB: Excel Calculations Lab**  
**Friday, August 17, 10:15am–12:00pm**

This lab is a self-paced practice session. Prior knowledge of Excel Formulas is required and we encourage you to attend the Excel Calculations course prior to signing up to get the most of your session. Lab exercises are provided to help with proficiency. Bring questions and/or your own work.

**PEAK: Learning Management System Getting the Most of Supervisor/Manager Tools**  
**Friday, August 10, 2:30pm–3:30pm**

42nd Street

The “My Team View” in PEAK is the method for reviewing Learning Records for your direct reports and within your cost center. This course provides insight into the use of the available reporting and enrollment tools. It is taught via a hands-on approach in a computer classroom and participants will have the opportunity to work on practical exercises and examples with their own accounts.

**The iProcurement Training Program**  
**Friday, August 3, 9:00am–5:00pm**

Mount Sinai Downtown-Union Square

**Friday, August 17, 9:00am–5:00pm**

Mount Sinai Downtown-Union Square

The iProcurement training is designed for employees to learn the main features and core processes of the system. This course consists of a policy and procedure session and a hands-on session which will help provide end-users with the tools that are required to complete the Procure to Pay process. At the end of the training, users will be able to create requisitions, process invoices, and enter receipts. Please note, this course must be taken prior to gaining access to the system.

Looking to Expand to Your Child’s Library?
Stop by the Mount Sinai Parent (MSP) Library at 42nd Street.

The MSP Library is a ‘take a book, return a book’ free book exchange. The MSP book collection has everything from parenting topics through books for toddlers, grade school children, young adult and teenagers. Please leave your donations in the MSP book bin and head to the bookshelf to find your child’s next reading adventure! Questions or comments, contact:

Alisa Melendez: alisa.melendez@mountsinai.org  
Desk 2-F.14.6

Melissa McFillin: melissa.mcfillin@mountsinai.org  
Desk 2-F.16.6

Mount Sinai Parent Library  
150 East 42nd Street, 2nd Floor  
2-F.14.6

**Locations**

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mount Sinai Beth Israel</td>
<td>First Avenue at 16th Street</td>
<td>1468 Madison Avenue</td>
</tr>
<tr>
<td>Mount Sinai Downtown-Union Square</td>
<td>10 Union Square East</td>
<td>310 East 14th Street</td>
</tr>
<tr>
<td>Mount Sinai Brooklyn</td>
<td>3201 Kings Highway</td>
<td>42nd Street</td>
</tr>
<tr>
<td>Mount Sinai St. Luke’s</td>
<td>1111 Amsterdam Avenue</td>
<td>150 East 42nd Street</td>
</tr>
<tr>
<td>Mount Sinai West</td>
<td>1000 Tenth Avenue</td>
<td></td>
</tr>
</tbody>
</table>

* Specific room locations are provided in an e-mail confirmation approximately two weeks before the class.
Because Communication Isn’t Optional

Join us and spark your inner speaker!

The Mount Sinai Hospital
Wednesday, August 1, 12:00pm-1:00pm
Wednesday, August 15, 12:00pm-1:00pm
Wednesday, August 29, 12:00pm-1:00pm
Annenberg Building, 11th floor-Levy Library, Room 10-72

Mount Sinai Corporate Offices (42nd Street)
Wednesday, August 8, 12:00pm-1:00pm
Wednesday, August 22, 12:00pm-1:00pm
150 East 42nd Street — 4-B.8, 4th floor

For more information, please contact:
Talent Development & Learning: 212.241.1944
Kendalle Harrell: kendalle.harrell@mountsinai.org
Augee Limbaga: augee.limbaga@mountsinai.org
Elena Quitcon: elena.quitcon@mountsinai.org

Develop communication and leadership skills in a supportive peer lead environment. As a member of Toastmasters International you will establish solid presentation skills that will allow you to be more impactful when presenting ideas to your manager, brainstorming with colleagues, or speaking publicly. At Toastmasters you will:

- Increase self-confidence, self-awareness and advance personal growth.
- Improve current leadership skills.
- Become a more competent communicator.
- Learn to more effectively facilitate meetings, classes and/or training sessions.
Coming Up in September

Below are some of the highlighted courses the Talent Development & Learning department is offering in September. Please check out the complete listing of classes next month.

Communication
Communication Certificate Program (CCP)
Participants must complete both parts in order to receive a certificate. However, they can be taken anytime within one year.
CCP Part 1: Exploring the World of Communication
Tuesday, September 18, 9:00am-5:00pm
42nd Street

CCP Part 2: Strategic Advantage
Tuesday, September 25, 1:00pm-5:00pm
42nd Street

Customer Service
Foundations of Customer Service
( Newly hired within the last 6 months)
Friday, September 7, 9:00am-1:00pm
Tuesday, September 25, 9:00am-1:00pm
The Mount Sinai Hospital

AIDET: Five Fundamentals of Customer and Patient Communication
Wednesday, September 5, 10:00-11:30am
Mount Sinai Downtown-Union Square

Patient Experience Program (PEP)
Thursday, September 27, 9:00-5:00pm
42nd Street

General Interest
Systems Thinking
Thursday, September 20, 9:30am-12:30pm
Mount Sinai West

Managing Emotions in the Workplace
Wednesday, September 26, 10:00am-12:00pm
The Mount Sinai Hospital

Embracing Change
Wednesday, September 12, 9:00pm-12:30pm
The Mount Sinai Hospital

How to Stay Focused on Your Goals
Thursday, September 6, 2:00-4:30pm
Mount Sinai St. Luke’s

Leadership
Anyone who supervises one or more employees is eligible to attend the following courses.

Navigating Conflict as a Leader
Thursday, September 6, 9:30am-12:30pm
The Mount Sinai Hospital

An Introduction to Situational Leadership
Thursday, September 13, 9:00am-12:00pm
Mount Sinai Beth Israel

Delegation Intensive for New Managers
Thursday, September 20, 2:00-4:00pm
42nd Street

Creating a Culture of Trust
Tuesday, September 25, 2:00-4:00pm
Mount Sinai West

Think Team
Tuesday, September 18, 2:00-4:00pm
The Mount Sinai Hospital

Conveying Performance Expectations
Thursday, September 27, 9:00-12:30pm
Mount Sinai St. Luke’s
Fax the completed form to 212.423.9252

All registrations are processed on a first-come, first-served basis. To register for multiple classes, please copy this form as many times as necessary; one registration form per class. Specific room locations are provided in an e-mail confirmation approximately two weeks before the class. Please make every effort to arrive on time for your class.