# 2022 City of Milwaukee Wellness Executive Summary





**Workforce Health** 

# Thank you for your continued partnership in health and wellbeing!

- Wellness & Prevention Labor Management Committee
- Wellness Promotion Committee/Wellness Champions



**Employee Assistance Program** 





**Workforce Health** 





Financial independence. It starts today.

## **Wellness Program Critical Takeaways**

- Participants who engage with the City's Health and Wellness Program have decreased health risk over time
- Participants are more engaged with their healthcare, making good and proactive health decisions and obtaining important preventive care
- Participants are able to improve their overall health and avoid serious future health conditions
  - Decreased disease prevalence for chronic conditions such as diabetes, high cholesterol and hypertension
  - Decreased emerging risks for similar chronic conditions
  - Lower claim costs which translates to savings for the member and the City
- Participants have higher rates of retirement savings and engagement in financial wellness
- High engagement in mental health services through both in-house EAP and UHC EAP programs



### **Wellness Program Communication Enhancements**



#### Welcome to the City of Milwaukee's Employee Benefits Resource Center!

This site highlights the many benefits available to you as a valued City employee. The City of Milwaukee provides a comprehensive and competitive benefits package centered on meeting the needs of you and your family. The City's benefits are designed to give you choices along with tools and resources to help you select the right benefits and use those benefits effectively throughout the year.

#### Schedule an Appointment with a Benefit Counselor

Benefit Counselors are available to help new employees learn about and enroll in the City's various benefit plans. Visit

www.enrollcityofmilwaukeebenefits.com to schedule a telephonic appointment with a Benefit Counselor. Benefit Counselors are able to enroll and provide information to employees on the following plans:

- Health
- Dental
- Vision
- Flexible Spending
- Life Insurance
- Long Term Disability Voluntary Benefits (Accident,

- Critical Illness, and Short Term Disability insurance)

City of Milwaukee Self-Service

Meet with a Benefit Counselor

They only way to enroll in the Voluntary Benefits is through the Benefit Counselors. Employees will not have another opportunity to enroll in these benefits until the fall open enrollment period.







2023 Benefit Guides







Self-Service Enrollment Instructions

City

Milwaukee

NEW HIRE



All new employees to the City of Milwaukee have a thirty-day waiting period for health, dental, vision and voluntary benefits and benefit enrollments must be completed within this time frame. Employees will receive a Self-Service identification number to make benefit elections, sign up for direct deposit and view their paychecks. If employees do not receive a self-service ID within 7-10 days of their start date, contact der\_neo@milwaukee.gov or 414-286-2944. New employees have three options for enrolling in benefits including using Self-Service, meeting with a Benefit Counselor or completing an enrollment form and returning it to DER Benefits. The only way to enroll in voluntary benefits is through the Benefit Counselors.







### **Workplace Clinic Communications**

#### **City of Milwaukee Workplace Clinic**

The City's Workplace Clinic provides comprehensive health care services and can work in collaboration with your primary care provider at NO COST to you and your family

#### Who can use the clinic?

- · Employees and spouses regardless of enrollment in the City's health insurance • Dependents (18 months and older)
- enrolled in the City's health insurance

#### What do you need to provide at the time of your visit?

· Eligibility for employees and spouses will be confirmed at the time of the visit Kilbourn and Market St.)

· Dependents must show a City of Milwaukee UHC health insurance card



Snap the QR code to watch a video about the Citv's

Norkplace Clinic services.

### parking structure. Bring your parking ticket to appointn

#### Care for Minor Illnesses, Injuries, Concerns and Procedures:

Medication prescribing

Muscular sprains/strains

· Nebulizer treatments (temporarily

vailable due to COVID-19)

- Abscesses (minor) Lacerations (simple) Laryngitis
- Acute allergies
- · Athlete's foot Rurns (minor)
- · Cold and flu symptoms
- Cold sores
- Ear infections
- · Ear wax removal · Eve infections
- · First aid/treatment of
- work-related injuries Impetigo
- Influenza
- Insect bites

#### For in-person, telephonic or virtual visit appointments and questions,

#### call 414-777-3413 · Same-day appointments are often available

Hours, location and parking:

#### Monday, Tuesday, Thursday and Friday: 7 a.m. - 3 p. Wednesday: 9 a.m. - 5 p.m.

Zeidler Municipal Building, 841 N. Broadway, Milwauko Enter through Market St. entrance (corner of

Free parking is available at the 1000 N. Water Street

Styles

Sunhurn

Swimmer's ear

TR skin test

**Pop-Up Clinic** 

A FREE service for City of Milwaukee employees

Sign-up to have your blood pressure

We are coming to you!

and/or blood glucose checked by

Date: Tuesday, February 28, 2023

2024 W. Holt Ave.

Eat and drink as you normally would.

time that works for you.

\* Contact Ian Brown to secure an appointment

Workforce Health

your Workplace Clinic Staff.

Location: Forestry South

**Room:** Break Room

Time: 7-9 a.m.

No need to fast!

· Suture and staple removal

Upper respiratory info

#### Medication:

ervices: HIV screening

· Medication prescribing (sent to your preferred pharmacy) Travel medications (basic medications include

Lifestyle counseling (nutrition, weight, exercise)

 Referrals for preventive screenings (i.e. mammogram. colonoscopy, bone density)

Wellness physicals (including camp, school and sports)

antidiarrheal, anti-nausea, oral typhoid)

#### Vaccines and Injections: Depo-Provera

· Prostate cancer screening

· Tobacco and alcohol cessation

- Gardasil
- · Hepatitis A, B and A & B
- Influenza · Measles, Mumos and Rubella
- Pneumonia
- · Shingles

Tetanus

ollege of Wisconsin licensed, board-certified

and test results.

Froedtert & Workforce Health





Workplace Clinic Service Highlight

"FastCare® visits are available at NO COST to City of Milwaukee employees, non-Medicare retirees, spouses and dependents 18 months and older enrolled in the City's UHC health insurance.

To make an appointment call the City of Milwaukee Workplace Clinic at 414,777,3413 Or, visit my.froedtert.com or the Freedtert & MCW app to make an appointment if you are an established Workplace Clinic nationt

When you're not feeling well —

we can help you feel better

Testing for flu and

Medication prescribing

Nebulizer treatments

strep throat

and more

#### Workplace Clinic Service Highlight

#### **Skin Health**

Throughout our lives our skin may develop a multitude of problems. Fortunately, there are effective treatments to manage and care for most of the skin conditions you may face

The City of Milwaukee Workplace Clinic can evaluate and treat a variety of skin-related conditions, including:

<ul> <li>Eczema</li> </ul>	· Poison Ivy	<ul> <li>Skin tag removal</li> </ul>
<ul> <li>Insect bites</li> </ul>	<ul> <li>Rashes</li> </ul>	<ul> <li>Wart removal</li> </ul>



**Feeling Overwhelmed?** 

to make an appointment, call the Workplace Clinic at 414-777-3413. Or, visit mcfroedtert.com or the Froedtert & MCW app to make an sintment if you are an established Workplace Clinic patient.

The Workplace Clinic Can Help

Workplace Clinic Service Highlight

If you are struggling to cope, or the symptoms of

your stress or anxiety won't go away, it may be time

to talk to the provider at the Workplace Clinic who

· Screen for depression and evaluate your needs

· Discuss how excess stress can negatively impact

your body and recommend strategies to help you better cope with stress

roedtert & c Workforce Health

Life can be stressful - you may feel stressed about work, traumatic events or a life change. Stress is a

normal reaction to everyday pressures, but can become

unhealthy when it impacts your day-to-day functioning.

Learning what causes or triggers your stress and what

stress and improve your daily life. Try these activities

· Establish a daily sleep schedule offering enough rest

· Identify and address your negative thoughts and

coping techniques work for you can help reduce you

· Practice relaxation and deep breathing exercises

· Limit caffeinated and alcoholic beverages

reach out to family and friends for support

when you start to feel overwhelmed

· Exercise and eat healthy meals

#### Workplace Clinic Service Highlight

#### **Keep Your Eyes Healthy**

Workplace Clinic for · Pink eye common minor eve Styes



To make an appointment call the City of Milwaukee Workplace Clinic at 414-777-3413. Or, visit my froedtert.com or the Froedtert & MCW app to make an ntment if you are an established Workplace Clinic patient.

· Mild eye discomfort, itching, burning and stinging

Froedtert & Course

Workforce Health

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· Watery eyes



can help in a number of ways:

· Refer you to behavioral health professionals such as counselors or doctors if necessary

To make an appointment, call the

City of Milwaukee Workplace Clinic at 414-777-3413. Or, visit my froedtert.com or the Froedtert & MCW app to make an appointment if you are an established Workplace Clinic patient



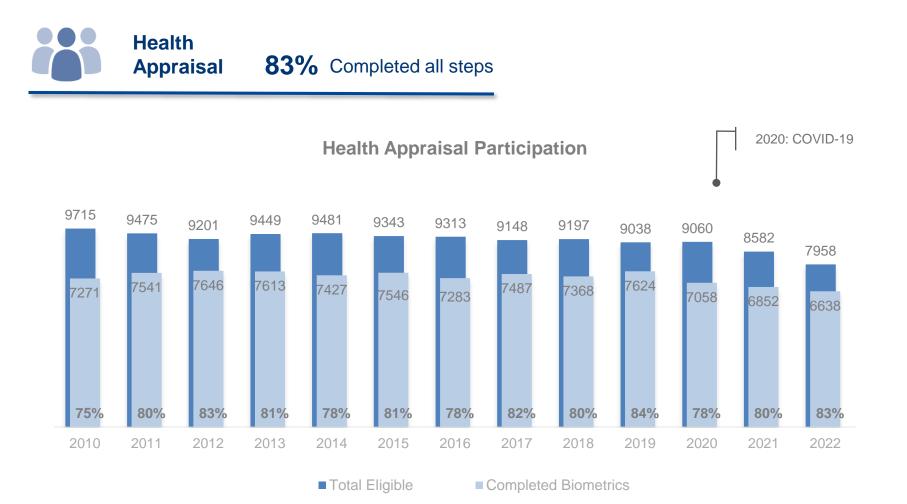
complaints such as:

Come see us at the Eve discharge **City of Milwaukee** 



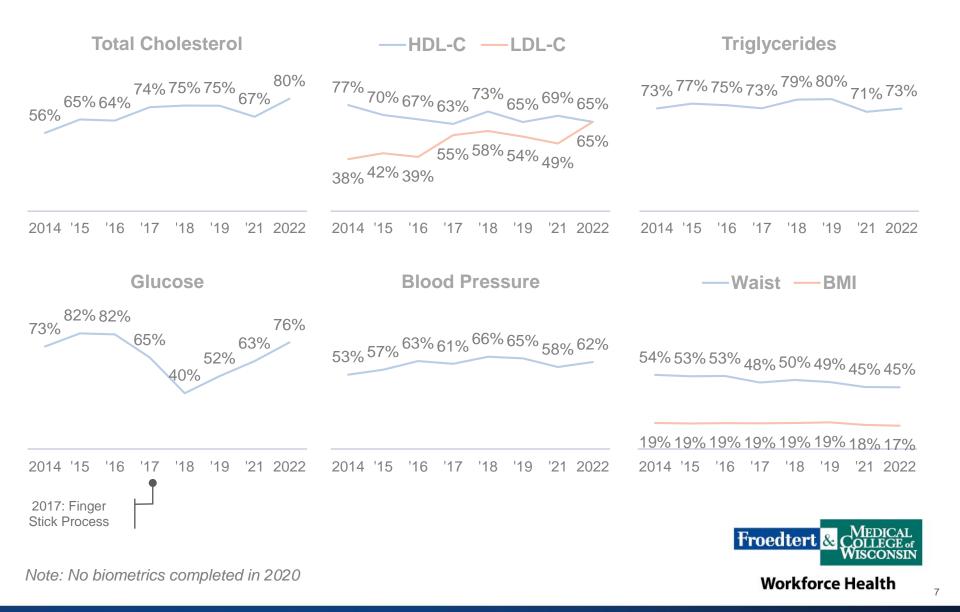


### **Wellness Health Appraisal Participation**



Froedtert & MEDICAL COLLEGE of WISCONSIN

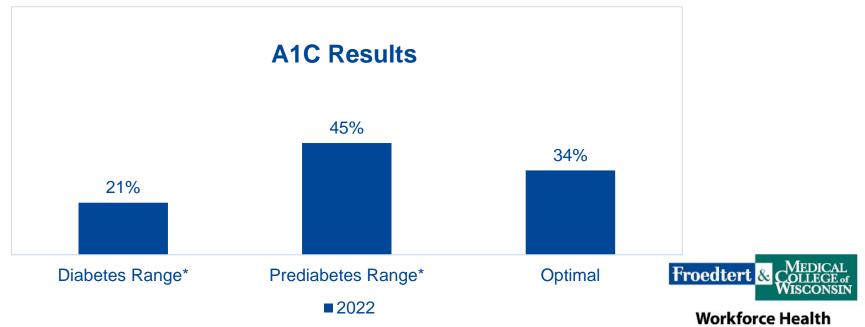
### **Wellness All Participants: Percent Optimal**



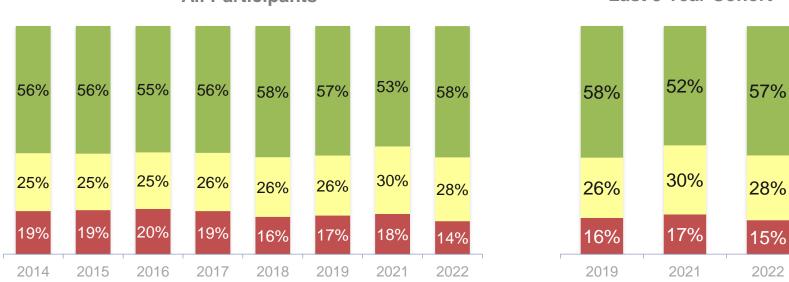
### **Wellness Health Appraisal A1C Screening**

### Health Appraisal A1C Testing Requirements & Process

- Participants with a glucose result in the prediabetes range who are not working with a medical professional are offered A1C test at health appraisal
- Workplace Clinic providers follow-up with all abnormal A1C results
- 36% scheduled a follow-up appointment with Workplace Clinic or PCP
- 2-Year Cohort (n=188):
  - **49% saw improvement in a risk level** (BMI and/or A1C)



### **Wellness Risk Stratification**



**All Participants** 

Last 3 Year Cohort

Risk Level	Range	Programming
Well	75-100	Programs to Maintain Wellness
At Risk	60-74	Culture, Engagement, Coaching, Participation/Outcomes Programs
Not Well	<60	Coaching, Education and Entry Level Programs, Disease Management

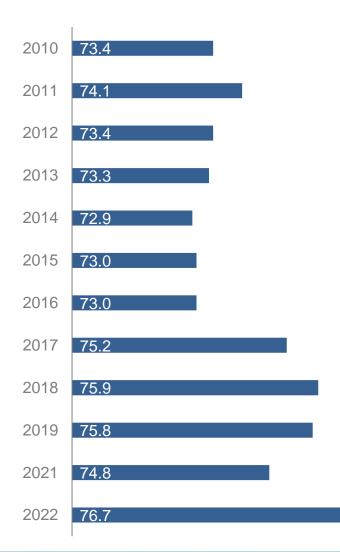


Well

At RiskNot Well

### Wellness Population Health Risk Score (PHRS) & Avoided Costs

### Population Health Risk Score



### Optimal PHRS is 85 and higher.

PHRS is calculated based on the following biometric: Total Cholesterol, HDL Cholesterol, Triglycerides, LDL Cholesterol, Non HDL Cholesterol, Blood Glucose, Blood Pressure, Waist Circumference, Body Mass Index and Nicotine Use.

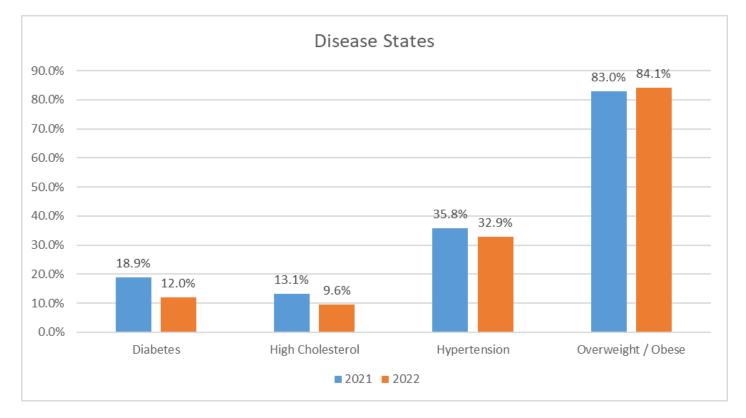
- Wellness ROI based on improvements in disease prevalence for hypertension, diabetes and cholesterol is at least 2:1
- Working with Benefits Consultant to refine ROI model



Workforce Health



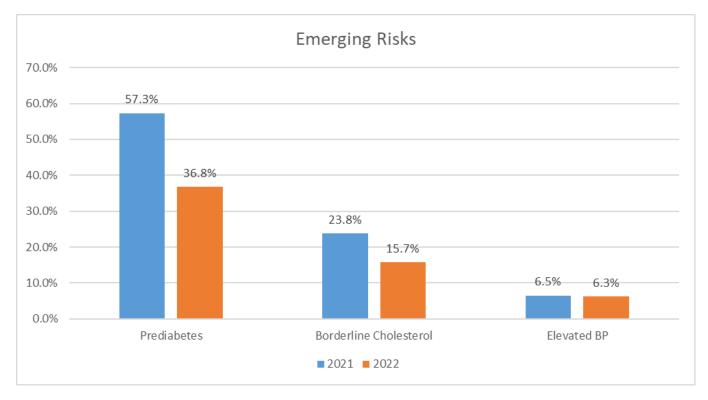
### Wellness Participation and Population Health Disease Prevalence



 Members who participated in the Health Appraisal the last two years, have decreased disease prevalence for Diabetes, High Cholesterol, and Hypertension.

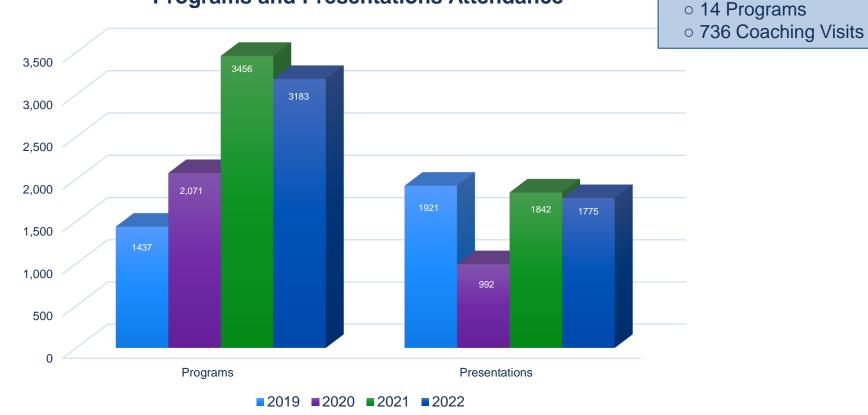


### Wellness Participation and Emerging Health Risks



- Members who participated in the Health Appraisal the last two years have declining emerging risks of prediabetes, borderline cholesterol, and elevated blood pressure
- Continuing to identify members with emerging health risks can avert more severe and costly health issues in the future

### **Wellness Program & Presentation Engagement**



**Programs and Presentations Attendance** 

2019 – In-person Only 2020 – Virtual Only 2021 – In-person and Virtual 2022 – In-person and Virtual

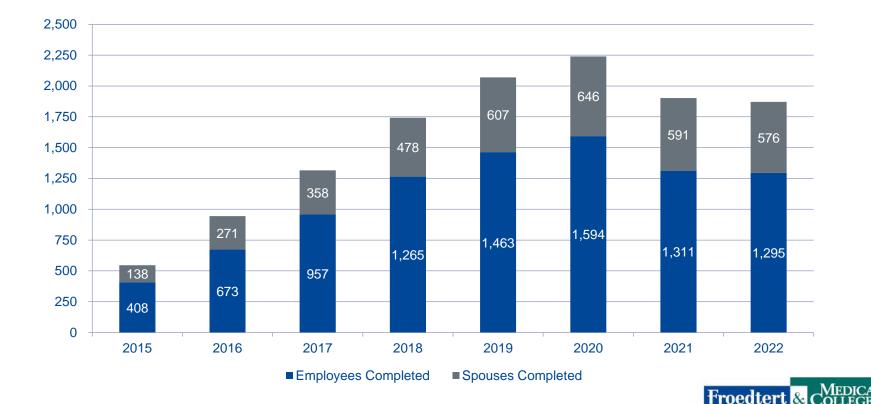


2022 Services

70 Presentations

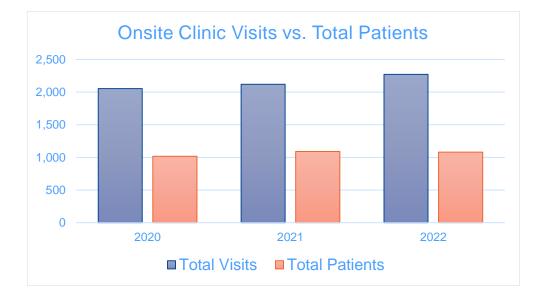
## **Healthy Rewards Program**

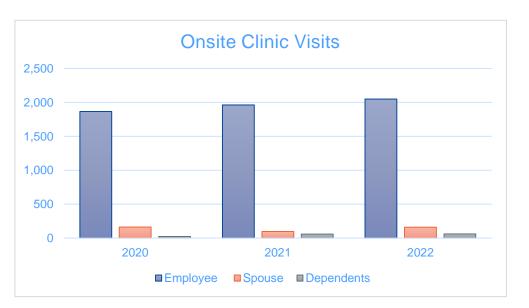
- 2021-2022 participation remains high despite employee turnover
- Continued high participation rates for spouses
- Continually modify and adjust program to meet changing needs of participants
- In the current cycle over 1,600 people have qualified for an award tier





### **Workplace Clinic Engagement**





### Workplace Clinic

- Clinic Practitioners are staffed 56+ hours of appointments for employees, spouses and dependents
- Utilization back to pre-pandemic levels

### **Services Goals**

- Move Clinic to a primary care model
- Connect more Health Appraisal participants to the clinic
- Increase engaging communications that keep clinic services front and center

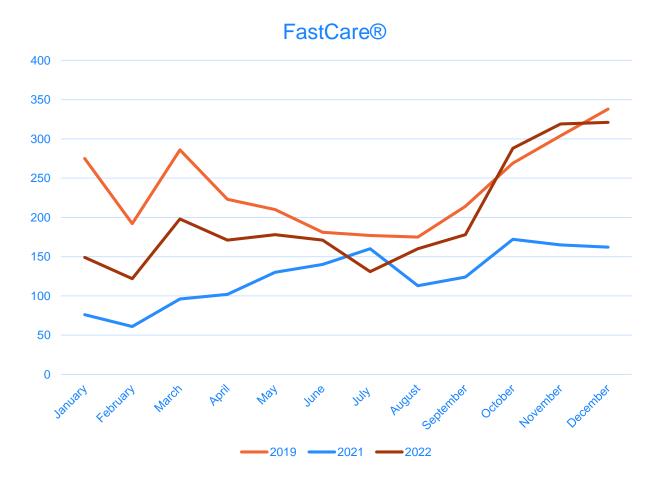
### **Clinic Value**

- Conservative ROI of 2:1
- Convenient onsite access to high quality and confidential care
- Coordination of care with primary care providers
- Valuable benefit for employees, spouses and dependents
- Care at no cost to employees and their families



#### Workforce Health 15

## **FastCare® Clinic Engagement**



### FastCare® Clinic

- Available at NO COST to City employees, non-Medicare retirees, spouses and dependents 18 months and older enrolled in the City's health insurance.
- Additional hours added in 2022

### **Clinic Value**

- Convenient and free care for minor illnesses
- Access to 6 locations in the southeastern WI
- Weekend and evening hours to better accommodate working and personal schedules



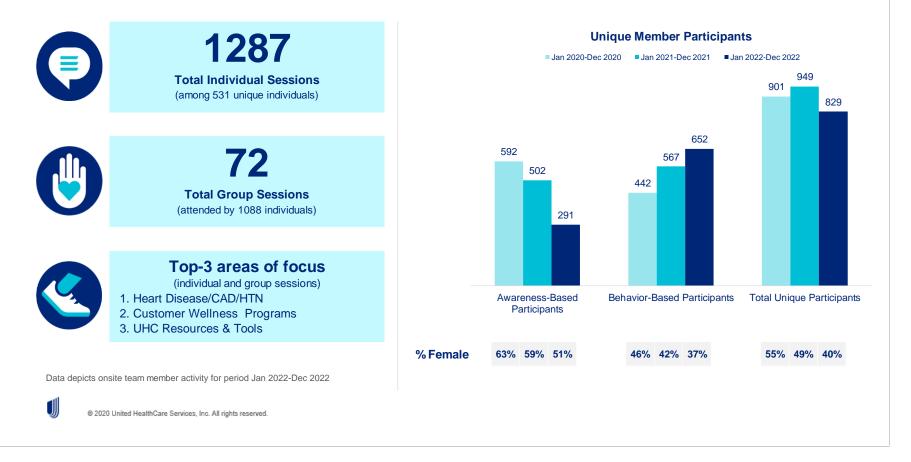
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### Wellness Timeline for Last 3 Years

health appraisal process

2020	2021	2022
<ul> <li>Transitioned and reformatted all onsite programs/services to virtual format         <ul> <li>Health appraisal process redesign</li> <li>Presentations and education sessions</li> <li>Programs – health/wellness and disease management</li> <li>Coaching – health and nutrition</li> <li>Workplace Clinic services</li> <li>Injury Prevention including worksite evaluation and ergonomic assessments</li> </ul> </li> <li>Increased programming opportunities         <ul> <li>Self-care resources</li> <li>Road to Resiliency</li> <li>Miracle of Sleep</li> <li>Gotta Have Heart</li> <li>WFH Kitchen Live Cooking Classes</li> <li>Interactive challenges/programs through wellness portal</li> <li>Well Together weekly support group</li> </ul> </li> <li>Tailored education sessions to participant needs/situations</li> <li>Expanded onsite clinic services to include dependents</li> <li>Implemented follow-up sessions to programs</li> <li>Incorporate mental/emotional health components to programs and services</li> <li>Modified Healthy Rewards to fit new</li> </ul>	<ul> <li>Returned onsite for the following services; <ul> <li>Health appraisals</li> <li>Injury prevention clinic</li> <li>Traveling wellness</li> </ul> </li> <li>A1C and non-fasting option at health appraisal</li> <li>Expanded traveling wellness to additional MPD locations</li> <li>Increased interactive online wellness portal challenges and WFH programming options</li> <li>Return to quarterly presentations</li> <li>Custom injury prevention program (train the trainer)</li> <li>Expanded onsite clinic services to include wellness and preventive services</li> <li>Modified Healthy Rewards program to allow faster turnaround for points awarded on wellness portal</li> <li>Implemented on-demand fitness classes (live and recording)</li> </ul>	<ul> <li>Modified traveling wellness to include more interactive components <ul> <li>Pop-in Wellbeing Booths</li> </ul> </li> <li>Updated Healthy Rewards Program to allow more points for Activity section and allow faster turnaround for points awarded on wellness portal</li> <li>Customized programming to support participants <ul> <li>Additional Stress Management Programs</li> <li>Continually evolve Well Together</li> </ul> </li> <li>Creation of musculoskeletal educational series to include all wellness partners</li> <li>Piloted interest assessment outreach</li> <li>Provided nutrition support with Workforce Health Kitchen Live</li> <li>Improved WPC Monthly Clinic Service Highlight</li> <li>Implemented targeted education campaigns on clinic services</li> <li>Launched benefit videos to increase understanding of specific health and wellness services</li> </ul>

### **Engagement Summary**



### Impact of engagement with Nurse Mari

Unique Members	<b>3,965</b> Not Engaged with Nurse Mari	<b>493</b> Engaged with Nurse Mari	Variance from Not Engaged
Average Age	44.6	49.4	10.8%
Retrospective Risk Score	1.183	1.660	40.3%
Health Activation	60.9%	66.7%	5.8pts
Risk-Adjusted Medical Paid per Claimant	\$4,362	\$3,684	-15.6%
Primary Care Physician Engagement	66.4%	81.9%	15.5pts
PCP Visits PMPY	1.2	1.7	41.7%
Premium Provider Utilization	39.7%	39.5%	-0.2pts
% with Diabetes	10.0%	16.2%	6.2pts
Urgent Care Visits per 1,000	28.0	50.9	81.8%
ER Visits per 1,000	186.4	221.8	19.0%

Insights
On average, members engaged with Mari are older and have a higher risk score.
On average, members meeting with Mari are more engaged with the healthcare system.
On average there is a lower risk-adjusted medical paid per claimant for engaged members.
Mari has targeted and started to engage with members with frequent ER utilization.
Premium provider utilization for the engaged population is up 11.8% from last year. Premium provider utilization for members with diabetes is 47.7% which is up 18.3% from 2021.
Engaged members with diabetes had 15.4% HAI for A1C screening.
Opportunities
Mari is engaging with 16.8% of the diabetic population, so there is opportunity to outreach more members with diabetes.

Population is limited to: Continuously-Enrolled Members and excludes Catastrophic Cases

Engaged is defined as those who attended an individual session/ educational series with Nurse Mari between January 1, 2022 - December 31, 2022

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### Nurse Mari's impact by health continuum

	Members engaged with Nurse Mari		Health Activation among those Engaged with Nurse Liaison	Health Continuum Impact
	% within stage Engaged	Members Engaged	Activation	% whose health remained Stable or Improved
Well	17%	84	55.4% Not Engaged 44.8% 10.6pts	<b>97.6%</b> Not Engaged 94.8% 2.8pts
At-Risk	29%	145	59.9% Not Engaged 58.0% 1.9pts	81.4% Not Engaged 74.7% 6.7pts
Chronic	44%	215	70.9% Not Engaged 68.5% 2.4pts	76.7% Not Engaged 78.0% -1.3pts
Complex	10%	48	67.4 % Not Engaged 64.8% 2.6pts	66.7% Not Engaged 63.1% 3.6pts

#### Insights:

Most of Mari's engagements are with members who are at-risk and chronic.

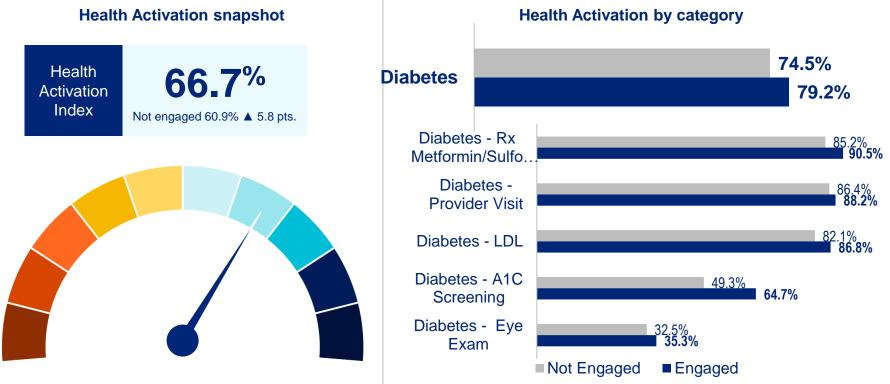
On average, the health of members engaged with Mari has improved or remained stable.

Complex population has higher HAI and, higher health continuum impact when compared to 2021.

Population is limited to: Continuously-Enrolled Members and excludes Catastrophic Cases

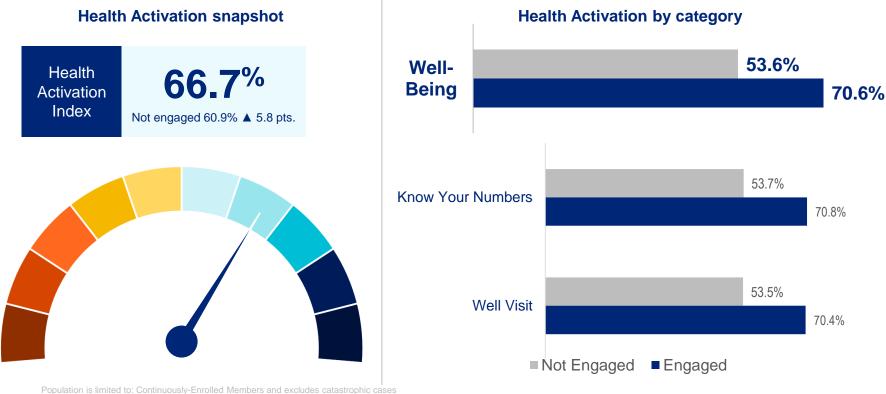
Engaged is defined as those who attended an individual session/educational series with Nurse Mari between January 1, 2022 - December 31, 2022

### Nurse Mari's impact to decision making



Population is limited to: Continuously-Enrolled Members and excludes catastrophic cases Engaged is defined as those who attended an individual session/educational series with an onsite between 1/1/22 – 12/31/

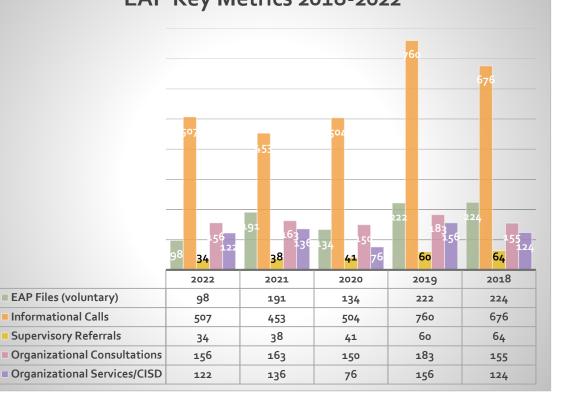
### Nurse Mari's impact to decision making



Population is limited to: Continuously-Enrolled Members and excludes catastrophic cases Engaged is defined as those who attended an individual session/educational series with an onsite between 1/1/22 – 12/31/2

## EAP 2018-2022 Metrics

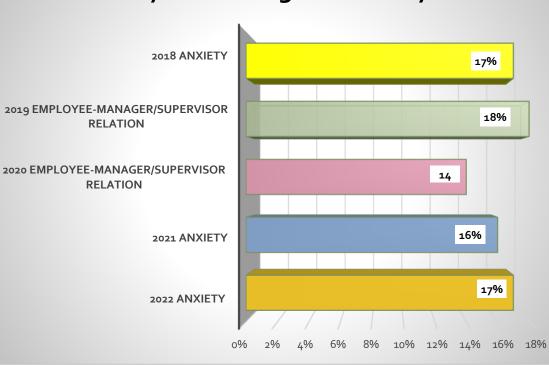
- 64% percent difference in EAP Files from 2021
  - Decrease in EAP Files (cases) utilization from 2021's highest utilizing departments
  - 20% increase in Immediate Consultation versus EAP Files/Case\*
- Slight decrease in Organizational Services
  - However, touch points increased by a 4% difference from last year



### EAP Key Metrics 2018-2022

### **EAP** Primary Presenting Problem by Year

 Anxiety and employeemanager/supervisor relational problem have consistently been major concerns over the last five years

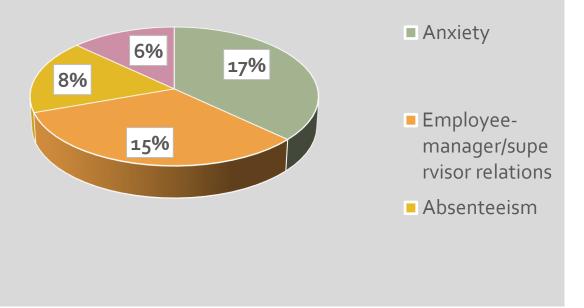


### **Primary Presenting Problem by Year**

### **EAP** 2022 Primary Presenting Problem

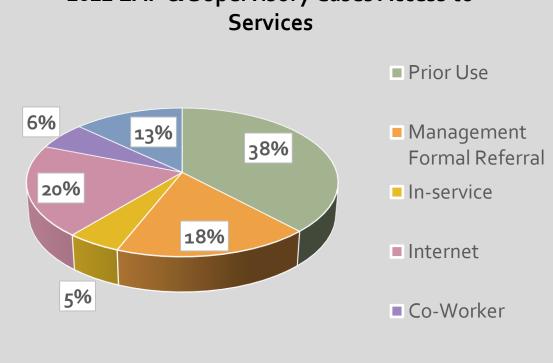
- Marital/Couple presenting problem decreased to 6% from 12% in 2022.
- All other Primary Presenting Problem categories saw no significant changes from 2021

### 2022 Primary Presenting Problem



### EAP & Supervisory **Cases Access** to Services

- Prior Use continued the factor in 2022



# 2022 EAP & Supervisory Cases Access to

### EAP Organizational Services Touch Points by Year

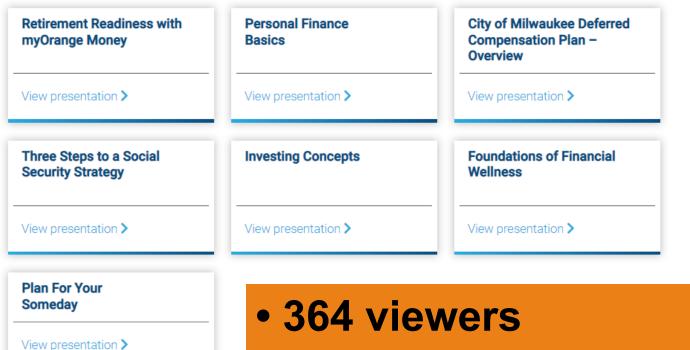
- Service events



### **Organizational Services Touch Points**

# **Financial Wellness Seminars**

### Earn Healthy Rewards Points with Financial Wellness Seminars!



•1,445 individual sessions





### Participant Engagement

The Plan and Voya worked to transition how we engage with plan participants in a pandemic-restricted environment to deliver positive retirement outcomes in partnership with the City's wellness program:

- 104 1:1 In Person Consultations
- 139 1:1 Phone Consultations
- 74 1:1 Zoom Consultations
- 338 phone messages through our local office
- 248 loan outreach calls
- 131 NEO outreach calls
- 230 ERS outreach calls
- 104 Separated from Service outreach calls





# Impact of Financial Wellness Participation

Racial Group	Healthy Rewards	Count	Participation Rate	Savings Rate
Black / Af American	Y	114	95%	9.4
Black / Af American	Ν	1,923	76%	4.3
Hispanic / Latino	Y	34	97%	8.4
Hispanic / Latino	N	672	77%	5.5
All Other	Y	318	92%	11.2
All Other	N	3,699	82%	7.4
Gender	Healthy Rewards	Total	Participation Rate	Savings Rate
Female	Y	200	96%	8.2
Female	N	2,055	74%	4.7
Male	Y	266	91%	12.3
Male	N	4,239	82%	7.1





## Safety Training Program 4 Year Summary

- Implementation of First City-wide Safety Training Courses in June 2019
- Continue to increase the type of classes offered each year
- 2019: 3 Total Safety Courses
- 2020: 5 Total Safety Courses
- 2021: 10 Total Safety Courses
- 2022: 12 Total Safety Courses

## 2022 Safety Class Totals

Physical Safety Training	Participants	Classes
Active Shooter	134	6
Basic Self Defense	99	7
Defensive Driving	121	6
Dog Bite Prevention	68	6
Personal Safety/Lone Worker	199	10
Total Physical Safety Participants/Classes	621	35
Communication Safety Training		
<ul> <li>Serving Community Members Living with Mental Health</li> </ul>	150	5
<ul> <li>Communicating De-escalation Strategies and Techniques</li> </ul>	104	3
Friend and Family	81	2
Blue Print for Peace	140	6
Conflict Management for Customer Service	154	11
Total Communication Safety Participants/Classes	629	22
Total Safety Participants/Classes	1,250	63

### **2023 Wellness Program Goals**

- Continue to expand preventive and primary care services at Workplace Clinic
- Implement additional chronic disease support and treatment
- Provide diverse educational topics to support current workforce and their families
  - Age and gender specific programming and presentations
- Musculoskeletal support to mitigate serious health issues and expenditures
  - Custom onsite injury prevention (train the trainer programming and presentations)
  - WFH spearheading educational series with Injury Prevention Providers, UHC and EAP
- Re-imagine the Wellness Champion role to better support employees
- Build upon current communication campaigns to engage new members
- Utilize new and existing methods to make informed decisions on Health and Wellness Programming
  - WFH Interest Assessment
  - UHC and Gallagher Annual Health plan Summary
  - Engagement Survey NEW
  - Wellbeing Audit NEW



## **Wellness Programming & Presentation Testimonials**

Short, effective exercises presented to help with a sedentary work schedule. Various subjects addressed overall and each session was a different focus.

Got to Have Heart Program

It was good to take the short break to deep breathe and do shoulder rolls. We normally don't take the time or remember to do it. This program is so refreshing.

Well Together

Going into another health appraisal can be a daunting task, but the presentation helped to ease my mind as I prepare for the meeting. Great information!

> Preparing for Your Health Appraisal Presentation

Awesome program! I learned so much about taking care of ME!

Calm Program



Workforce Health

### **UHC Onsite Nurse Liaison Member Testimonials**

"Mari is very encouraging and helpful. I've learned a lot about goals setting over the years: SMART goals, the amount of time it takes to form habits, how to motivate yourself and reward yourself when you meet a goal, etc., but I loved that Mari's guidance provided heart vs. just a series of steps to follow stringently to hopefully achieve the goal you set"

"So glad these classes were offered since I learned a lot from it"

"the handouts were very helpful, and the evening class was great"

"Mari did an excellent job and was very informative and helpful with suggestions on how to eat better and exercise and how much to do daily and options on how to not be bored in doing them" "Mari Cohn does a great job of presenting information and making connections within the group participating. She meets the individual where they are at and is incredibly relatable and approachable. She didn't criminalize or penalize participants for their short comings, rather encouraged us to get back on the horse and try again, or change directions if that was what our shortcomings demanded"

## EAP 2022 Feedback From Virtual Presentations/ Workshops

"Thanks for putting so much intelligence into these programs because they feel genuine and I really like them." "That was very helpful—I am much happier than I thought I was !"

"I found this particular webinar particularly worthwhile and have mentioned it to others in our office." 'Thanks for hosting. I really enjoy your sessions!"

> "The slides and videos were very helpful in learning the concepts. Thanks for all your work on this. ."

## 2022 Safety Training Feedback

- Virtual Basic Self Defense:
  - ▶ I feel offering this course virtually is a good idea and the opportunity to present live is also good.
  - > Having the classes in person and covering more material in a longer time frame.
- Defensive Driving Training
  - > The presenter was knowledgeable about the subject
  - > This class was absolutely awesome thank you so much
  - ▶ I enjoyed the course and I am willing to do another one just like it
- NAMI- Friends and Family-Identify 1 thing you will differently when interacting with Family, coworkers, customers and co- workers
  - ▶ Show more empathy, use the "I" statements.
  - > Talk instead of avoiding conversation and encourage help
  - Conflict Management: The class was well organized and topics flowed easily together. The follow up asking for examples of utilizing techniques was great.
  - State a specific type conflict interaction with public, colleague or management you would like additional information on
    - > Include ways to resolve issues with upper management when these issues occur