DHHS - NORFOLK REGIONAL CENTER

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THE SOURCE

Director's Note

By Sheri Dawson, Director, Division of Behavioral Health

As CEO, the essence of your job is to lead the company to higher levels of performance. And the essence of leadership is *connection*.

These were two of the core messages emerging from more than 300 personal interviews conducted with top executives in renowned companies like Analog Devices, Chevron, DHL, Ford, Four Seasons Hotels, ING, Northrop Grumman, Procter & Gamble, PepsiCo, Toyota, Travelocity and Wal-Mart. We learned that great CEOs lead from the top, decisively choosing the company's course, but they communicate from the center, openly sharing their own aspirations and passions while gathering unfiltered employee input.

Daniel Vasella was adamant about what CEOs must do to drive innovation and growth. "It is the CEO's duty," he said, "to be a platform where people can meet to share best practices and learn from each other." From the moment Novartis was created via the merger of Ciba-Geigy and Sandoz in 1996, Vasella set out to build a winning performance culture across the new pharma giant. He was broadly visible, earning trust through open and authentic two-way communication. He then leveraged that trust, pushing his people to do "the slightly impossible." The company Vasella shaped as Chairman and CEO continues to grow, even in these difficult economic times. In 2010 Novartis posted double-digit gains in net sales (14%) and net income (18%) while winning 13 new product approvals and generating 16 new submissions for regulatory approval. Novartis continued to post solid growth and innovation gains in 2011.

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Nebraska Sex Offender Treatment Program

Mission: *Providing Sex Offender treatment to prepare for community reintegration while maintaining public safety.*

Vision: *Helping people rebuild their lives with no more victims.*

Director's Note (cont.)

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Vasella understood that leadership is personal. When you invite your people to connect with you on a human level, you earn the right to lead them out of their comfort zone to tackle big challenges. As important, the example you set encourages employees to communicate back to you — asking you questions and constructively challenging your assumptions — and with each other, sharing best practices and accelerating learning. By engendering such productive interaction you create fresh potential for business performance.

"I like to open it up to questions — anything people want to ask me," said Ed Zore, CEO of Northwestern Mutual from 2001 to 2010. "The first time I got together with a group and said 'Come on, give it to me,' they didn't believe I was serious. They were very timid. The next time, they were brave enough to ask questions. And the time after that, they started asking questions about anything and everything. When they realized they could ask anything they wanted, everybody started to ask questions. I love it when somebody tells me they disagree with me. You might be right. I might be right. But now we have something to talk about."

"I came up through an organization that had a command-and-control leadership style," recalled Al Carey, CEO of Frito-Lay North America (2006-2011). "Then I watched senior leaders at FLNA, PepsiCo, and Yum! Brands who operated more like servant leaders, where the most important person is on the front lines, closest to the customer. When I saw these leaders in action, I really liked it and saw a tremendous improvement in results."

Engage and Focus

Improving results, of course, is what great CEOs do. Connecting the company to the CEO enhances several fundamental drivers of business performance.

Engagement. CEOs often underestimate their capacity to influence how people feel about the company. Even if you do not see yourself as particularly charismatic, if you're the CEO, employees want to hear from you. Reach out with the right intent and your people will respond. "Only by earning people's trust and respect will you gain influence over them," counseled Isadore Sharp, the Founder and CEO of Four Seasons Hotels (1961-present). "People will do what you ask not because they have to, but because they want to. They want to prove to you that they can do it."

CEOs across our research base say that to engage people, you must speak from the heart. "You have to believe in what you're saying. I mean really believe it," said Dennis Nally, global chairman or PricewaterhouseCoopers since 2009. "That may sound trite. But I think when you believe in what you say, people will feel it and see it as not just a bunch of nice words."

Focus. Great CEOs take responsibility for creating companywide focus because clarity is essential to operational success. They articulate a compelling CEO agenda that states clearly what the business aims to accomplish and what employees must do to make it happen. "If in battle your airplanes want to do something different than the ships and ground forces, you don't have the max-

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imum effect," explained Ron Sugar, CEO of Northrop Grumman (2003-2010). "The same thing happens in business. Sometimes you get all these different agendas going on because people don't have a common business picture."

Intelligence. Connecting personally to your company gives you unfiltered access to what people on the front lines are seeing, and what your customers and vendors are thinking. "Employees are our ambassadors," said A.G. Lafley, Chairman and CEO of Procter & Gamble from 2000 to 2009. "If they don't believe we're doing the right thing, we usually hear about it because that's part of our values. When we have dissonance, we've got to hear it, and we've got to resolve it."

"You need to create a safe environment for people to speak up or you're not going to know what's going on," concurs Alan Mulally who, as CEO of Ford Motor Company since 2006, is widely hailed for leading the automaker's remarkable turnaround. "Including everybody is as important as developing a compelling vision and plan of action," Mulally says, "because at the end of the day, I don't know how we're going to get it done. But I know we have a process in place to include everybody, and that gives me a lot of confidence."

Perspective. Free flowing, two-way communication also provides the CEO a much needed reality check. "In a CEO position you can surround yourself with people who tell you how great and infallible you are. The problem is, you're not," said Michelle Peluso, CEO of Travelocity from 2003-2009.

Learning. Business performance is closely tied to an organization's ability to quickly learn and adapt. The best CEOs take the lead in promoting learning and in tying learning to the business agenda. "I personally teach a week-long course for middle managers," said Steve Reinemund, Chairman and CEO of PepsiCo from 2001-2006. "The purpose is to light the fire in every individual. It's not razzmatazz stuff. It's basic leadership. They can choose one or two areas to develop themselves personally. If learning isn't built person by person and from the inside out, there isn't anything there."

"I really enjoy the education, teaching, coaching and interaction with people," said Bill Johnson, CEO of H.J. Heinz Company since 1998. "I can learn more about an individual from watching her fix a mess than I can from watching her do something that's worked well in the past."

Be Everywhere

As CEO, you bear ultimate responsibility for the company's performance, yet your capacity to drive results is limited by a simple mathematical fact: You are but one person, while your company is many. The advent of social media and sophisticated electronic communications platforms can dramatically alter that equation. In a very real sense, you can now be everywhere at once, creating the sustained focus, active engagement, dynamic discussions, productive creativity, and practical learning your company needs to compete and win in today's complex economy.

The opportunity to use new media to guide, energize, and engage your company is compelling. For the new generation of employees, it is second nature to collaborate, learn and share online. Their perceptions are

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profoundly influenced by electronic exchange. And most are now quite accustomed to "knowing" people electronically. In fact, many of their most significant relationships can be with people they rarely see in person. Chances are, most of your people now routinely use the internet to gather useful knowledge and to engage in online experiences they find personally valuable.

The natural next step in this evolution is to craft secured, private internet platforms that foster continuous two-way communications between the CEO and the company at large, closely tie learning to the business strategy, and promote the active exchange of knowledge and innovation via private social media.

We crafted such a platform with the CEO of a geographically dispersed, $3.6 billion global service corporation. The CEO took the reins in 2008 with a mandate to accelerate business growth. He and his top team first articulated a strategic framework that captured: "Where our company is headed, what is expected and what is accepted, all on a single piece of paper." Next, he set out to bring the strategic framework to the company and make it actionable. "It's not easy to communicate strategic direction to 25,000 employees working in 30 different countries," he says. "I saw that we could leverage modern communications technology to engage each employee in a dialogue, while also making the communication highly personal."

"I sent a personal message each month to the entire company via our private online platform," the CEO explains. "It was always about the business, but I spoke from the heart. I would share my perspectives about what our company could accomplish and how we might fulfill our potential. Each of my messages offered a communication link any employee could use to send me questions, insights and suggestions," he says. "I wanted to make communicating with the CEO easy and unintrusive so more people would approach me. I paid close attention to the messages employees sent me, and I often shared their thoughts in my subsequent messages to the company."

Significantly, each CEO message included links offering employees meaningful opportunities to grow, personally and professionally. The platform provided immediate access to relevant learning and leadership tools they could tap to shape their own personal development path. The CEO pointed to certain tools he wanted employees to apply, and encouraged them to experiment with the tools while the reasons for taking steps to grow and develop were still fresh in their minds. Other links in the platform invited people to share innovations, ideas and lessons learned with each other via private social network forums, with each forum sponsored by a senior leader.

The process for producing the platform required less than an hour of the CEO's time each month. Employee surveys conducted after one year clearly demonstrated that the platform increased employee engagement, promoted practical learning, and accelerated execution of the company's strategic framework. In 2009, the first full year under the CEO's watch, the company achieved record sales. Revenue increased a further 32.2% in 2010.

Please Welcome New NRC Employees

Austin Tucker
Mental Health
Security Specialist II

Dayna Busch
Mental Health
Security Specialist II

Rhonda Wilson
Behavioral Health
Registered Nurse

Cheyenne Akes
Mental Health
Security Specialist II

Tiffany Bussey
Mental Health
Security Specialist II

Rocky Moore
Mental Health
Security Specialist II

Hunter Lewis
Mental Health
Security Specialist II

Nicholas Emerson
Mental Health
Security Specialist II (PRN)

Levi Weber
Mental Health
Security Specialist II

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Please Welcome New NRC Employees (cont.)

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London Borgmann
Mental Health
Security Specialist II

John Colvey
Mental Health
Security Specialist II

Timothy Gibbs
Mental Health
Security Specialist II

Carl Tiller
Mental Health
Security Specialist II

Kayla Walton
Mental Health
Security Specialist II

Linda Oertwich
Food Service Cook

Always do right. This will gratify some people and astonish the rest.

- Mark Twain

What's Cooking at NRC

BBQ SALAD DRESSING

1/2 c. mayonnaise
3-4 T. BBQ sauce
2 T. finely chopped onion
1 T. lemon juice
1/4 tsp. pepper

Mix all ingredients thoroughly and serve on your favorite salad.

Submitted by Corrine Janovec, and she challenges Matt Mapes to submit a recipe for the next issue of *The Source*.

The Bulletin Board

Dear Friends of NRC,

Just a note to thank you all for your friendship and for the wonderful retirement reception. It's been a honor and pleasure to have known you all — and I'm going to miss you very much.

Thank you,

Lynn Briard

———————————

Many thanks to my NRC friends and coworkers for the prayers, cards, and visits during my recent illness. It's great to be back at work, and I am blessed to be surrounded by so many caring, supportive people.

With much appreciation,

LuAnn Eddy

———————————

Fellow NRC staff,

Thank you to all of you who sent positive healing thoughts, prayers, flowers, cards, and/or money while I was off work recovering from surgery. You all made my days a little brighter! It was all greatly appreciated. I am blessed to have all of you as coworkers/friends!

Kristine Hunt

(11-7 Shift)

Donna Crist and Josh Deiterman Are July "Job Well Done" Recipients

By the NRC Employee Recognition Committee

Congratulations to Donna Crist, RN, and Josh Deiterman, Mental Health Security Specialist II-Guard, for being selected as the July 2016 "Job Well Done" recipients.

Donna Crist has been employed at NRC since September 1999. Her nomination from

co-workers stated she is a dependable and loyal RN who enjoys her nursing job. She helps co-workers and patients, observes the day hall, escorts patients to clinic and helps other RNs with their treatment plans when needed. At times, Donna's job involves challenges in which she uses her creativity to come up with the best solution. She uses a teamwork approach to help problem solve. Donna follows facility guidelines and is a good teacher to patients as well as co-workers by explaining rules when they are in question.

Thanks for all you do, Donna!

Josh Deiterman has been employed at NRC since September 2015. His nomination from co-workers stated he noticed a large amount of water by one of the offices when he went through the exercise area while on his way to do courtyard checks. A pipe had broken above in the ceiling, and Josh quickly began moving the desk, computer, files, etc. out of the office and into another secure area. Without being asked, Josh returned a few days later

and put the items back into the office. His efforts were above and beyond, and staff thank him for his work.

Thanks for all you do, Josh!

Rose Prather and Tabetha Waggoner Are August "Job Well Done" Recipients

By the NRC Employee Recognition Committee

Congratulations to Rose Prather, Mental Health Security Specialist II, and Tabetha Waggoner, Master Social Worker, for being selected as the August 2016 "Job Well Done" recipients.

Rose Prather has been employed at NRC since November 1989. Her nomination from co-

workers stated she is very dedicated to her job as a Mental Health Security Specialist II. She is always patient and willing to help anyone with just about anything and at any time. Rose is assertive with her thoughts on treatment interfering behaviors and ideas for managing them on the unit. Her ideas and opinions are sought by her peers. When assigned to 3-West, Rose consistently takes responsibility for assigning the patient-to-patient 1:1s each week. Rose also trains new staff on the tasks and duties to be a productive MHSS II. Rose shows true teamwork at NRC.

Thanks for all you do, Rose!

Tabetha Waggoner has been employed at NRC since December 2015. Her nomination states she is a wonderful asset to the NRC Team. She always demonstrates a positive attitude and is a great role model. Recently a patient was quite agitated and named Tabetha as a support and asked to speak with her. Tabetha entered the room and presented a calm and engaging tone of voice, developed an eye level approach and used active listening while at the same time maintaining a safe distance from the patient.

As she continued to engage the patient in conversation, she could see him becoming calmer. Following her time with the patient, he was in a more positive state and was well on his way to completing his assignments. Tabetha is able to demonstrate that following Mandt, by having consistency between what is said, the way it is said and the body language used, it can help a patient in the de-escalation phase. Tabetha displays true teamwork at NRC.

Thanks for all you do, Tabetha!

Kolton Neuhaus and Carol Ruge Are September "Job Well Done" Recipients

By the NRC Employee Recognition Committee

Congratulations to Kolton Neuhaus, Mental Health Security Specialist II-Guard, and Carol Ruge, Mental Health Security Specialist, for being selected as the September 2016 "Job Well Done" recipients.

Kolton Neuhaus has been employed at NRC since October 2013. His nomination stated Kolton recently engaged a patient who was having a rough morning, throwing items and cursing. Kolton spoke calmly and persuaded the patient to eat his meals and allow staff to change his bedding. Kolton was able to calm the situation when unit staff had not been successful. Kolton is willing to help out when the units are extremely busy, and he is a great asset to our hospital.

Thanks for all you do, Kolton!

Carol Ruge has been employed at NRC since September 1999. Her nomination stated Carol has gone above and beyond her duties. She takes out the massive pile of recycling cardboard that amasses on the units. She jumps in on 2-West to help with one of the elderly patients who is confused at times and needs help with his ADLs. Carol comes to work with a positive attitude and is a pleasure to work with.

Thanks for all you do, Carol!

Memorial Service for Those Buried at NRC Cemeteries

By Tommy Newcombe, CPSWS, Region 4 Behavioral Health System

The Region 4 Behavioral Health System's Consumer Advisory Board is holding a memorial service on World Mental Health Day, October 10th, to recognize those who lived and died at the Norfolk Regional Center. Please join us as we remember the struggles of 523 people who lived and died at the Norfolk Regional Center.

We are fortunate to live in a time when it is not looked at as shameful to have mental health issues. It has not always been that way. Help us to show respect for those who laid the foundation to break through the stigma of mental illness. The observance will be a moment of silence and a reading of names on Monday, October 10, 2016, at 10:30 a.m. People are invited to gather at the cemetery at Norfolk Regional Center located at the corner of Benjamin Avenue and Highway 35. For more information, contact Tommy at 402.316.1787.

"The Nook" at NRC's Patient Library

Submitted by Lisa Weible, Activity Assistant and Librarian

A new reading "nook" has been added to NRC's patient library with some of the funds from the Nebraska Library Commission grant. The grant was supported in part by the Library Services and Technology Act, administered by the federal Institute of Museum and Library Services for library improvement. The area provides a quiet space for patients to read during library groups.

Dances With Mops or Mopes With Mops: Same Job, Different Attitudes

By Joe Tye, Values Coach, Inc.

"Work is love made visible. And if you cannot work with love but only with distaste, it is better that you should leave your work and sit at the gate of the temple and take alms of those who work with joy."

- Kahlil Gibran: The Prophet

Who do you think is happier?

Who would you rather work with?

Who would you rather live with?

Who is more likely to be promoted?

Who does the best job of teaching children about the world of work?

Who would you rather be like?

It doesn't matter what your job title is — all that matters is the attitude with which you do that job.

Do you dance with your mop, or do you mope with your mop? It's the most important choice you make every day.

Policy Reviews Via LINK

Submitted by Bette Lingenfelter, RN, and Karen Johnson, Training Specialist

All updated or revised policies are distributed monthly to each staff member via LINK. Staff are required to review and acknowledge receipt of the policies within 30 days of receipt of the email advising of the assigned curriculum.

The following policies were assigned in July and September (none in August):

- Elopement Risk and Precautions
- Abuse or Neglect
- HIM: Patient Requesting Copies of Protected Health Information and Other Personal Copies
- Disability Rights Nebraska
- Legal Access for Patients
- Patient Concerns, Grievances and Recognition
- Patient Personal Property (Management of)
- Patient Rights and Responsibilities

NRC in Compliance with Brady Handgun Violence Prevention Act

Submitted by TyLynne Bauer, Facility Operating Officer

FBI Agent Mike Baker completed his audit of 64 NRC patient records on July 26, 2016, and found NRC to be in compliance with the Brady Handgun Violence Prevention Act. He stated NRC's official audit results would be sent to the state. Following are the audit results he left during his exit interview:

1. Auditor Mike Baker arrived and contacted Amy Vollbrecht, HIM Manager. Amy and TyLynne verified his official FBI credentials with his ID and business card. He explained how the Act works and a little history about the Act. These audits are completed every 3 years to random facilities including courts and police departments and all who are responsible to report the data.
2. He interviewed Amy and TyLynne, asking questions about who enters the information, how it is uploaded and how often. He asked about the patients NRC serves, as well as the Mental Health Boards in the various counties, the types of commitments, and how the admission process works and flow of the patient through discharge.
3. He reviewed 64 records Amy had prepared for his audit.
4. He had questions regarding two LB95 patients and one patient whose mental health board commitment had been dropped. These records were located at the Lincoln Regional Center and will be sent electronically to Mr. Baker.
5. He found there was a gender/race/surname sorting error on the FBI's National Instant Criminal Background Check System (NICS) database and will address this issue with his supervisor.

The Brady Handgun Violence Prevention Act, enacted November 30, 1993, is often referred to as the Brady Act and commonly called the Brady Bill. The Act was named after James Brady, who was shot by John Hinckley, Jr. during an attempted assassination of President Ronald Reagan on March 30, 1981. The Act mandated federal background checks on firearm purchasers in the United States and imposed a 5-day waiting period on purchases, until the NICS system was implemented in 1998.

Section 922(g) of the Brady Bill prohibits certain persons from shipping or transporting any firearm in interstate or foreign commerce, or receiving any firearm which has been shipped or transported in interstate or foreign commerce, or possessing any firearm in or affecting commerce. The prohibitions apply to any person who:

1. Has been convicted in any court of a crime punishable by imprisonment for a term exceeding one year;
2. Is a fugitive from justice;
3. Is an unlawful user of or addicted to any controlled substance;
4. Has been adjudicated as a mental defective or committed to a mental institution;
5. Is an alien illegally or unlawfully in the US;
6. Has been discharged from the Armed Forces under dishonorable conditions;
7. Having been a citizen of the US, has renounced US citizenship;
8. Is subject to a court order that restrains the person from harassing, stalking, or threatening an intimate partner or child of such intimate partner, or;
9. Has been convicted in any court of a misdemeanor crime of domestic violence.

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The Source is an employee newsletter written by the employees and published monthly for the employees within the Norfolk Regional Center. Articles and ideas for publication are always welcome and can be forwarded to any member of the Editorial Board.

It is the policy of the Editorial Board to attempt to print any article that does not attack another person. The Editorial Board reserves the right to edit articles for size and content. Articles sent to the Editorial Board must be signed, but the writer may request to have their name withheld. Please contact us with submissions for the next edition, and with your comments on the newsletter!

NRC Editorial Board

Marg Hipp - Editor - 370.3315

TyLynne Bauer - 370.3328

Still Too Many Questions ...

I still have so many unanswered questions! I never found out who let the dogs out; the way to get to Sesame Street; why Dora doesn't just use Google Maps; why we don't ever see the headline "Psychic Wins Lottery"; why women can't put on mascara with their mouth closed; why "abbreviated" is such a long word; why lemon juice is made with artificial flavor yet dishwashing liquid is made with real lemons; why they sterilize the needle for lethal injections; and why do you have to "put your two cents in" but it's only a "penny for your thoughts?" Where's that extra penny going to? Why do The Alphabet Song and Twinkle Twinkle Little Star have the same tune? Why did you just try to sing those two songs? And just what is Victoria's secret? You see, the world just has to keep going. I have too many questions ...