



AGENDA

**HUMAN RESOURCES COMMITTEE
A COMMITTEE OF THE BOARD OF DIRECTORS**

**REGULAR MEETING
Thursday, February 25, 2021 - 9:00 AM**

IN AN EFFORT TO PREVENT THE SPREAD OF COVID-19 (CORONAVIRUS), AND IN ACCORDANCE WITH THE GOVERNOR’S EXECUTIVE ORDER N-29-20, THERE WILL BE NO PUBLIC LOCATION FOR ATTENDING THIS BOARD/COMMITTEE MEETING IN PERSON. MEMBERS OF THE PUBLIC MAY LISTEN TELEPHONICALLY BY CALLING THE FOLLOWING NUMBER:

Meeting Link: <https://sangorgoniomemorialhospital-ajd.my.webex.com/sangorgoniomemorialhospital-ajd.my/j.php?MTID=mf8936bf4d1160dfc09ff0700a658e0ea>

Call in number: 1-510-338-9438

Access Code: 182 730 2892

Password: 1234

THE TELEPHONES OF ALL MEMBERS OF THE PUBLIC LISTENING IN ON THIS MEETING MUST BE “MUTED”.

TAB

- | | | |
|-----|----------------|----------|
| I. | Call to Order | R. Rader |
| II. | Public Comment | |

Members of the public who wish to comment on any item on the agenda may submit comments by emailing publiccomment@sgmh.org on or before 5:00 PM on Wednesday, February 24, 2021, which will become part of the committee meeting record.

OLD BUSINESS

- | | | | |
|------|---|----------|---|
| III. | *Proposed Action - Approve Minutes <ul style="list-style-type: none">• November 18, 2020 Regular meeting | R. Rader | A |
|------|---|----------|---|

NEW BUSINESS

- IV. A. Employment Activity/Turnover Reports A. Karam B
1. Employee Activity by Job Class/Turnover Report (11/12/2020 – 2/15/2021)
 2. Separation Reason Analysis – All Associates (11/12/2020 – 2/15/2021)
 3. Separation Reason Analysis – Full and Part Time Associates (11/12/2020 – 2/15/2021)
 4. Separation Reason Analysis – Per Diem Associates (11/12/2020 – 2/15/2021)
 5. FTE Vacancy Summary (4/30/2020 – 2/15/2021)
 6. RN Vacancy Summary (4/30/2020 – 2/15/2021)
- B. Workers Compensation report (1/1/2021 – 1/31/2021) C
- V. Education: A. Karam D
- Top Performance Newsletter – December 2020
 - Top Safety Newsletter – December 2020
 - Personal Best Newsletter – December 2020
 - Top Health Newsletter – December 2020
- VI. Future Agenda Items R. Rader
- VII. Next Meeting: May 19, 2021
- VIII. Adjourn R. Rader

*** Requires Action**

In accordance with The Brown Act, Section 54957.5, all public records relating to an agenda item on this agenda are available for public inspection at the time the document is distributed to all, or a majority of all, members of the Committee. Such records shall be available at the Hospital office located at 600 N. Highland Springs Avenue, Banning, CA 92220 during regular business hours, Monday through Friday, 8:00 am - 4:30 pm.

Certification of Posting

I certify that on February 19, 2021, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of San Gorgonio Memorial Hospital Human Resources Committee, and on the San Gorgonio Memorial Hospital website, said time being at least 72 hours in advance of the regular meeting of the Human Resources Committee (*Government Code Section 54954.2*).

Executed at Banning, California, on February 19, 2021



Ariel Whitley, Executive Assistant

TAB A

REGULAR MEETING OF THE
 SAN GORGONIO MEMORIAL HOSPITAL
 BOARD OF DIRECTORS

HUMAN RESOURCES COMMITTEE
 November 18, 2020

The regular meeting of the San Gorgonio Memorial Hospital Board of Directors Human Resources Committee was held on Wednesday, November 18, 2020. In an effort to prevent the spread of COVID-19 (coronavirus), and in accordance with the Governor’s Executive Order N-29-20, there was no public location for attending this board meeting in person. Committee members and members of the public participated via WebEx.

Members Present: Susan DiBiasi, Estelle Lewis (C), Ron Rader, Steve Rutledge

Absent: None

Staff Present: Steve Barron (CEO), Annah Karam (CHRO), Pat Brown (CNO), Ariel Whitley (Executive Assistant)

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
Call To Order	Susan DiBiasi called the meeting to order at 9:06 am.	
Public Comment	Members of the public who wished to comment on any item on the agenda were encouraged to submit comments by emailing publiccomment@sgmh.org prior to this meeting. No public comment emails were received.	
OLD BUSINESS		
Proposed Action - Approve Minutes: September 10, 2020 Regular Meeting	Susan DiBiasi asked for any changes or corrections to the minutes of the September 10, 2020 regular meeting. There were none.	The minutes of the September 10, 2020 regular meeting were reviewed and will stand as presented.
NEW BUSINESS		
Reports		

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
A. Employment Activity/Turnover Reports		
1. Separation Reasons Analysis All Associates (9/1/2020 through 11/11/2020)	<p>Annah reviewed the “Separation Reason Analysis for All Associates” for the period of 9/1/2020 through 11/11/2020 as included in the committee packet.</p> <p>For this time period, there were 31 Voluntary Separations and 9 Involuntary Separations for a total of 40.</p>	
2. Separation Reason Analysis Full and Part Time Associates (9/1/2020 through 11/11/2020)	<p>Annah reviewed the “Separation Reason Analysis for Full and Part Time Associates” for the period of 9/1/2020 through 11/11/2020 as included in the committee packet.</p> <p>For this time period, there were 12 Voluntary Separations and 6 Involuntary Separations for a total of 18.</p>	
3. FTE Vacancy Summary (1/31/2020 through 11/11/2020)	<p>Annah reviewed the “FTE Vacancy Summary” for the period of 1/31/2020 through 11/11/2020 as included in the committee packet.</p> <p>Committee Chair, Estelle Lewis, joined the meeting at 9:17 am.</p>	
4. RN Vacancy Summary (1/31/2020 through 11/11/2020)	<p>Annah reviewed the “RN Vacancy Summary” for the period of 1/31/2020 through 11/11/2020 as included in the committee packet.</p>	
B. Workers Compensation Report		
Workers Compensation Report (10/1/2020 through 10/31/2020)	<p>Annah reviewed the Workers Compensation Reports covering the period of 10/1/2020 through 10/31/2020 as included in the committee packet.</p>	

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
Education: New California Employment Laws Effective Now and Coming January 1, 2021 and Remote Work: The CEO Perspective	<p>Annah noted that the article entitled, “New California Employment Laws Effective Now and Coming January 1, 2021” included valuable information about new employment laws.</p> <p>Annah also mentioned that the “Remote Work: The CEO Perspective” presentation was informative.</p> <p>Both articles were included in the committee packet.</p>	
Adjourn to Closed Session	<p>Susan DiBiasi reported the items to be reviewed and discussed and/or acted upon during Closed Session will be:</p> <ul style="list-style-type: none"> ➤ Telephone conference with legal counsel regarding potential and pending litigation. <p>The meeting adjourned to Closed Session at 9:34 am.</p>	
Reconvene to Open Session	<p>The meeting adjourned from Closed Session at 10:51 am.</p> <p>Susan DiBiasi reported on the actions taken/information received during the Closed Session as follows:</p> <ul style="list-style-type: none"> ➤ Participated in a telephone conference with legal counsel regarding potential and pending litigation. 	
Future Agenda items	<p>None</p> <p>Susan DiBiasi took this time to thank the Human Resources Committee Chair, Estelle Lewis for her service as a committee member. Susan wished Estelle much success and happiness in her retirement.</p>	
Next regular meeting	<p>The next regular Human Resources Committee meeting is scheduled for February 17, 2021.</p>	
Adjournment	<p>The meeting was adjourned at 10:57 am.</p>	

In accordance with The Brown Act, *Section 54957.5*, all reports and handouts discussed during this Open Session meeting are public records and are available for public inspection. These reports and/or handouts are available for review at the Hospital Administration office located at 600 N. Highland Springs Avenue, Banning, CA 92220 during regular business hours, Monday through Friday, 8:00 am - 4:30 pm.

TAB B

A B C D E F G H I J K

EMPLOYEE ACTIVITY BY JOB CLASS/TURN OVER REPORT

11/12/2020 THROUGH 02/15/2021

JOB CLASS/FAMILY	CURRENT	2020	YTD	CURRENT	2020	YTD	ACTIVE	LOA	CURRENT	ANNUALIZED	
	NEW HIRES	NEW HIRES	NEW HIRES	SEPARATIONS	SEPARATIONS	TERMS	ASSOCIATE	ASSOCIATE	TURNOVER	TURNOVER	
	11/12/2020 THROUGH 02/15/2021		01/01/2021 THROUGH 02/15/2021	11/12/2020 THROUGH 02/15/2021		01/01/2021 THROUGH 02/15/2021	AS OF 02/15/2021	AS OF 02/15/2021	AS OF 02/15/2021		
ADMIN/CLERICAL	0	6	0	2	14	1	79	5	2.53%	1.27%	5
ANCILLARY	5	9	3	4	15	2	61	1	6.56%	3.28%	6
CLS	0	5	0	0	5	0	21	0	0.00%	0.00%	7
DIRECTORS/MGRS	1	1	0	1	5	1	26	0	3.85%	3.85%	8
LVN	1	6	1	3	6	2	27	0	11.11%	7.41%	9
OTHER NURSING	6	23	5	7	35	5	76	3	9.21%	6.58%	10
PT	0	1	0	0	2	0	12	0	0.00%	0.00%	11
RAD TECH	2	6	1	2	5	1	34	2	5.88%	2.94%	12
RN	14	47	7	17	58	10	154	14	11.04%	6.49%	13
RT	1	5	0	1	7	1	17	2	5.88%	5.88%	14
SUPPORT SERVICES	13	41	7	9	38	4	83	2	10.84%	4.82%	15
											16
FACILITY TOTAL	43	150	24	46	190	27	590	29	7.80%	4.58%	17
											18
<i>Full Time</i>	20	82	10	21	84	14	385	22	5.45%	3.64%	19
<i>Part Time</i>	4	3	4	2	22	2	49	3	4.08%	4.08%	20
<i>Per Diem</i>	19	65	10	23	84	11	156	4	14.74%	7.05%	21
TOTAL	43	150	24	46	190	27	590	29	7.80%		22

Current Turnover: J22

Annualized Turnover: K22

Southern California Hospital Association (HASC) Benchmark:

Turnover for all Associates

=

3.20%

Turnover for all RNs

=

3.90%

SEPARATION ANALYSIS
ALL ASSOCIATES
11/12/2020 THROUGH 02/15/2021

REASON	Current Qtr % by Category	Length Of Service						Total Separations
		Less than 90 days	90 days - 1 year	1-2 years	2-5 years	5-10 years	10+ years	
Voluntary Separations								
Full-Time	44.4%	2	3	3	2	1	1	12
Part-Time	7.4%		1				1	2
Per Diem	37.0%	3	3		2	2		10
Subtotal, Voluntary Separations	88.9%	5	7	3	4	3	2	24
Involuntary Separations								
Full-Time	7.4%	1				1		2
Part-Time	0.0%							0
Per Diem	0.0%		1					1
Subtotal, Involuntary Separations	11.1%	1	1	0	0	1	0	3
Total Separations	100.0%	6	8	3	4	4	2	27

Separation Reason Analysis
FULL AND PART TIME ASSOCIATES
11/12/2020 THROUGH 02/15/2021

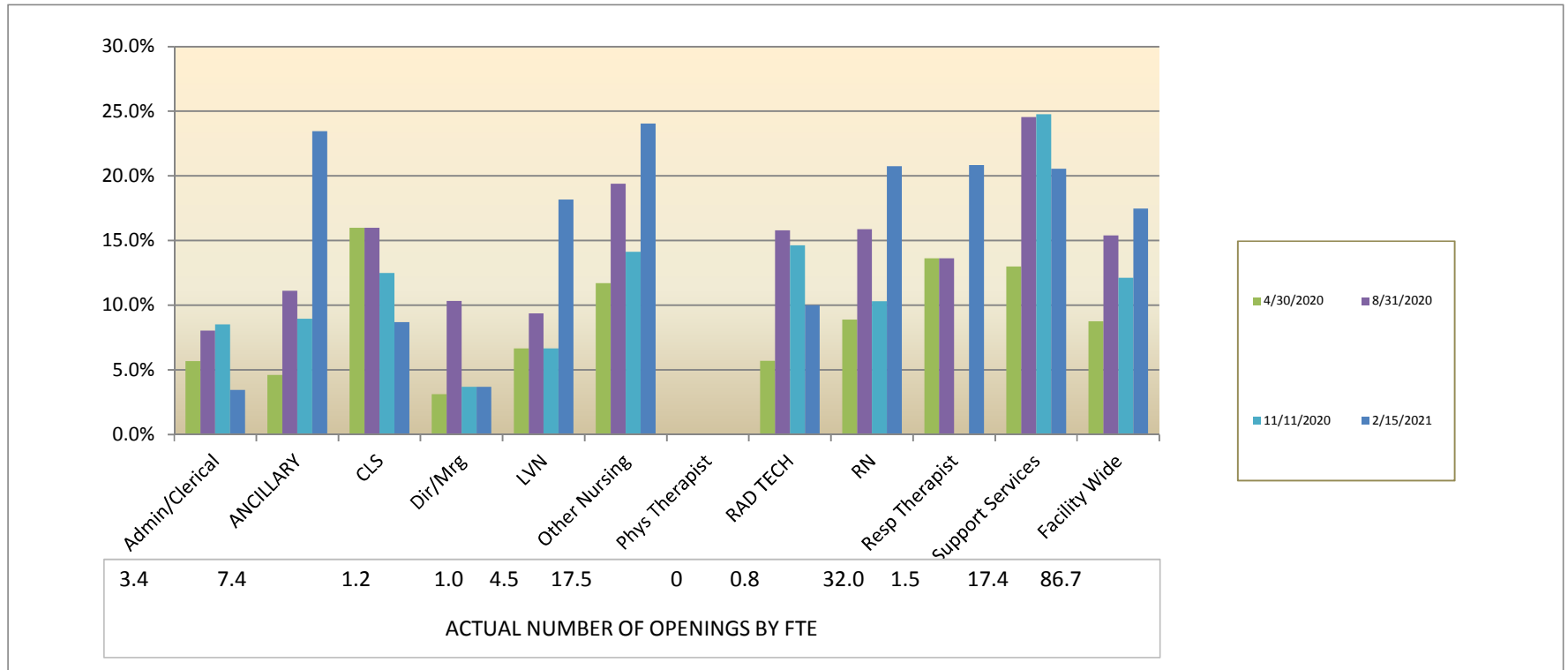
REASON	Current Qtr % by Category	Length Of Service						Total Separations
		Less than 90 days	90 days - 1 year	1-2 years	2-5 years	5-10 years	10+ years	
Voluntary Separations								
Family/Personal Reasons	25.0%	2	1	1				4
New Job Opportunity	43.8%		3	1	1	1	1	7
Job Dissatisfaction	12.5%			1	1			2
Relocation	0.0%							0
Medical Reasons	0.0%							0
Did not Return from LOA	0.0%							0
Job Abandonment	0.0%							0
Return to School	0.0%							0
Pay	0.0%							0
Employee Death	0.0%							0
Not Available to Work	0.0%							0
Unknown	0.0%							0
Retirement	6.3%						1	1
Subtotal, Voluntary Separations	87.5%	2	4	3	2	1	2	14
Involuntary Separations								
Attendance/Tardiness	6.3%	1						1
Didn't meet certification deadline	0.0%							0
Didn't meet scheduling needs	0.0%							0
Conduct	6.3%					1		1
Poor Performance	0.0%							0
Temporary Position	0.0%							0
Position Eliminations	0.0%							0
Subtotal, Involuntary Separations	12.5%	1	0	0	0	1	0	2
Total Separations	100.0%	3	4	3	2	2	2	16

Separation Reason Analysis
Per Diem Associates Only
11/12/2020 THROUGH 02/15/2021

REASON	Current Qtr % by Category	Length Of Service						Total Separations
		Less than 90 days	90 days - 1 year	1-2 years	2-5 years	5-10 years	10+ years	
Voluntary Separations								
Family/Personal Reasons	18.2%	1			1			2
New Job Opportunity	18.2%		1		1			2
Job Dissatisfaction	0.0%							0
Relocation	0.0%							0
Medical Reasons	0.0%							0
Did not Return from LOA	0.0%							0
Job Abandonment	27.3%	1	2					3
Return to School	0.0%							0
Pay	0.0%							0
Employee Death	0.0%							0
Not Available to Work	27.3%	1				2		3
Unknown	0.0%							0
Retirement	0.0%							0
Subtotal, Voluntary Separations	90.9%	3	3	0	2	2	0	10
Involuntary Separations								
Attendance/Tardiness	0.0%							0
Didn't meet certification deadline	9.1%		1					1
Didn't meet scheduling needs	9.1%							0
Conduct	0.0%							0
Poor Performance	0.0%							0
Temporary Position	0.0%							0
Position Eliminations	0.0%							0
Subtotal, Involuntary Separations	9.1%	0	1	0	0	0	0	1
Total Separations	100.0%	3	4	0	2	2	0	11

FTE Vacancy Summary: 04/30/2020 THROUGH 02/15/2021

	<u>Admin/Clerical</u>	<u>ANCILLARY</u>	<u>CLS</u>	<u>Dir/Mrg</u>	<u>LVN</u>	<u>Other Nursing</u>	<u>Phys Therapist</u>	<u>RAD TECH</u>	<u>RN</u>	<u>Resp Therapist</u>	<u>Support Services</u>	<u>Facility Wide</u>
4/30/2020	5.68%	4.62%	16.00%	3.13%	6.67%	11.70%	0.00%	5.71%	8.89%	13.64%	13.00%	8.76%
8/31/2020	8.05%	11.11%	16.00%	10.34%	9.38%	19.39%	0.00%	15.79%	15.87%	13.64%	24.55%	15.40%
11/11/2020	8.51%	8.96%	12.50%	3.70%	6.67%	14.13%	0.00%	14.63%	10.31%	0.00%	24.77%	12.13%
2/15/2021	3.45%	23.46%	8.70%	3.70%	18.18%	24.04%	0.00%	10.00%	20.75%	20.83%	20.56%	17.47%

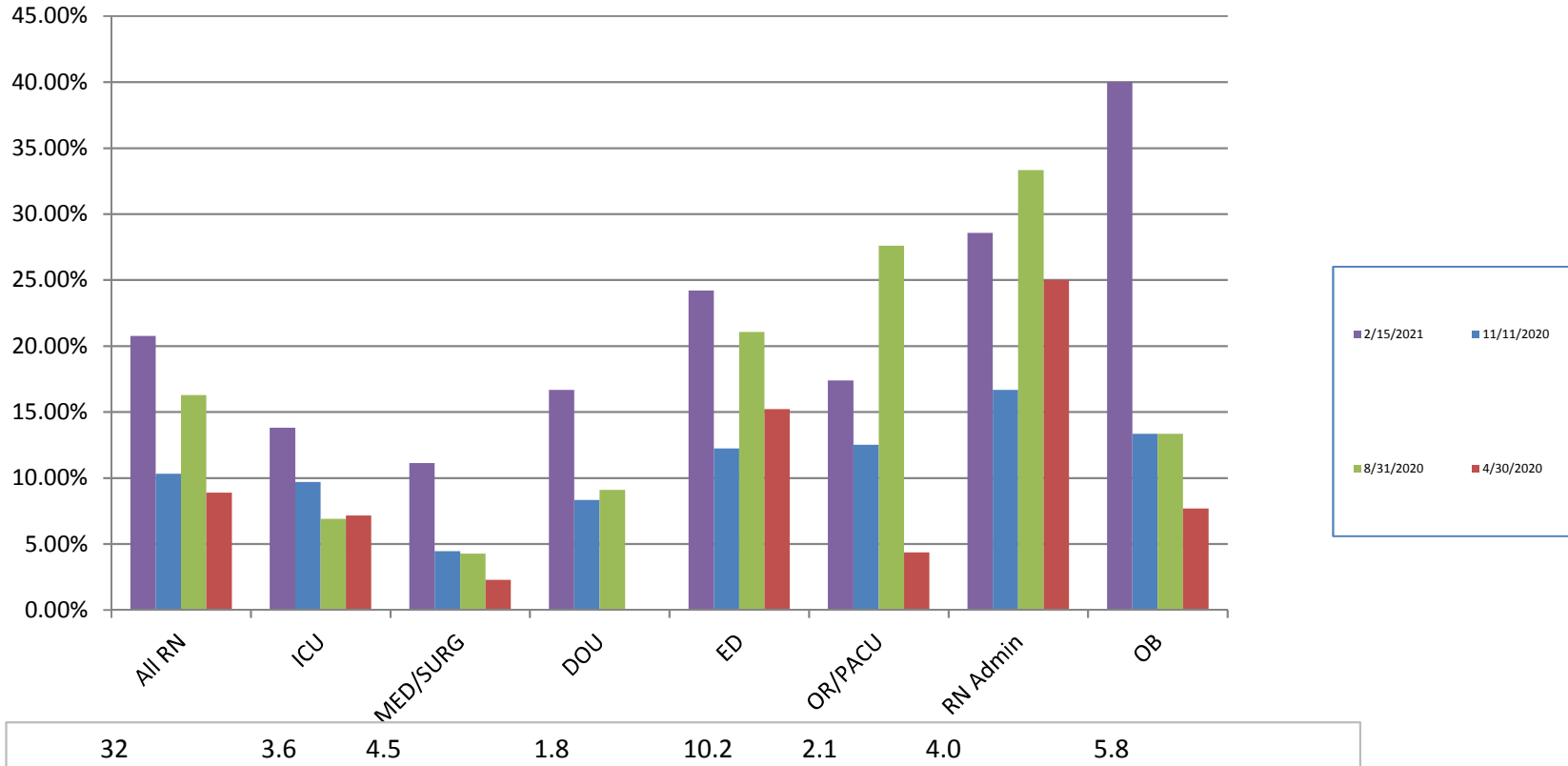


RN FTE Vacancy Summary: 04/30/2020 THROUGH 02/15/2021

VACANCY RATE = Number of openings/(total staff + openings)

	2/15/2021	11/11/2020	8/31/2020	4/30/2020
All RN	20.75%	10.31%	16.27%	8.89%
ICU	13.79%	9.68%	6.90%	7.14%
MED/SURG	11.11%	4.44%	4.26%	2.27%
DOU	16.67%	8.33%	9.09%	0.00%
ED	24.19%	12.24%	21.05%	15.22%
OR/PACU	17.39%	12.50%	27.59%	4.35%
RN Admin	28.57%	16.67%	33.33%	25.00%
OB	40.00%	13.33%	13.33%	7.69%

	OPEN POSITIONS	TOTAL STAFF
All RN	44	<u>168</u>
ICU	4	25
Med Surg	5	40
DOU	2	10
ER	15	47
OR/PACU	4	19
RN Adm.	6	15
OB	8	12



TAB C

DASHBOARD REPORT

Fiscal Year Basis: July

San Geronio Memorial Hospital

Data as of 1/31/2021

Reporting Period 1/1/2021 - 1/31/2021

TOP TEN CLAIMS

Claim Number	Claimant	Department	Cause	DOI	Status	Total Paid	Total Reserves	Total Incurred
16000811		Environmental Services	Fall, Slip or Trip Injury	2016-05-31	Open	160,114	31,802	191,915
16000026		Obstetrics	Fall, Slip or Trip Injury	2016-01-05	Open	108,705	18,047	126,752
16001005		Medical Surgical	Burn or Scald - Heat or Cold Exposures - Co	2016-07-21	Closed	98,814	-	98,814
16000233		Environmental Services	Strain or Injury By	2016-02-20	Closed	93,934	-	93,934
16000357		Medical Surgical	Struck or Injured By	2016-03-16	Open	75,377	12,172	87,549
16000185		Medical Surgical	Fall, Slip or Trip Injury	2016-02-13	Closed	77,289	-	77,289
15000959		Environmental Services	Miscellaneous Causes	2015-07-06	Closed	61,315	-	61,315
15001966		Emergency Department	Cut, Puncture, Scrape Injured by	2015-12-05	Closed	55,952	-	55,952
17000724		Security Department	Struck or Injured By	2017-06-14	Closed	46,504	-	46,504
19000630		Environmental Services	Strain or Injury By	2019-04-10	Open	23,553	22,634	46,187

FREQUENCY BY DEPARTMENT

Department	Claim Count	% of Claims	Total Incurred	% of Total Incurred
Medical Surgical	27	21.09%	372,933	26.96%
Environmental Services	27	21.09%	517,344	37.40%
Dietary	14	10.94%	11,491	0.83%
Emergency Department	13	10.16%	69,052	4.99%
Surgical Services	7	5.47%	67,254	4.86%
Obstetrics	5	3.91%	184,050	13.31%
Intensive Care Unit (ICU)	4	3.13%	2,675	0.19%
Laboratory	4	3.13%	3,756	0.27%
Business Office	3	2.34%	645	0.05%
Medical Staff	3	2.34%	14,208	1.03%

SEVERITY BY DEPARTMENT

Department	Claim Count	% of Claims	Total Incurred	% of Total Incurred
Environmental Services	27	21.09%	517,344	37.40%
Medical Surgical	27	21.09%	372,933	26.96%
Obstetrics	5	3.91%	184,050	13.31%
Emergency Department	13	10.16%	69,052	4.99%
Surgical Services	7	5.47%	67,254	4.86%
Security Department	3	2.34%	47,323	3.42%
Nursing Administration	2	1.56%	40,666	2.94%
CT/Echotechnology	1	0.78%	27,000	1.95%
Medical Staff	3	2.34%	14,208	1.03%
Dietary	14	10.94%	11,491	0.83%

FREQUENCY BY CAUSE

Cause	Claim Count	% of Claims	Total Incurred	% of Total Incurred
Strain or Injury By	36	28.13%	325,623	23.54%
Fall, Slip or Trip Injury	22	17.19%	566,748	40.97%
Struck or Injured By	17	13.28%	164,691	11.91%
Cut, Puncture, Scrape Injured by	14	10.94%	73,001	5.28%
Burn or Scald - Heat or Cold Exposures - Contact Wi	14	10.94%	108,685	7.86%
Miscellaneous Causes	7	5.47%	89,398	6.46%
Caught In, Under or Between	7	5.47%	4,153	0.30%
Rubbed or Abraded By	6	4.69%	40,638	2.94%
Exposure	5	3.91%	10,352	0.75%

SEVERITY BY CAUSE

Cause	Claim Count	% of Claims	Total Incurred	% of Total Incurred
Fall, Slip or Trip Injury	22	17.19%	566,748	40.97%
Strain or Injury By	36	28.13%	325,623	23.54%
Struck or Injured By	17	13.28%	164,691	11.91%
Burn or Scald - Heat or Cold Exposures - C	14	10.94%	108,685	7.86%
Miscellaneous Causes	7	5.47%	89,398	6.46%
Cut, Puncture, Scrape Injured by	14	10.94%	73,001	5.28%
Rubbed or Abraded By	6	4.69%	40,638	2.94%
Exposure	5	3.91%	10,352	0.75%
Caught In, Under or Between	7	5.47%	4,153	0.30%

TAB D

TP TOP PERFORMANCE®

Helping You Be Your Best.

12.2020

Tame Your To-Do List

A to-do list can be your greatest tool, and also a hindrance if it isn't used well. Tame it to work for you, not against you.

✍ **Start it earlier.** Write your to-do list the night before or in the morning before you start work. Use it as a tool to plan your day and set goals.



✍ **Keep it controlled.** Don't use your to-do list as a catch-all for everything that needs doing. Instead, include only the tasks you can realistically do on a given day.

✍ **Align it with priorities and goals.** List tasks essential to achieving both your long- and short-range goals.

✍ **Leave some wiggle room.** Expect the unexpected; delays and rush jobs always arise. Don't pack your list so full that you never get caught up after something unplanned comes up.

✍ **Include time estimates.** To improve time management, estimate how long you need for each task. Adjust as needed.



✍ **Keep it simple and quick.** If you spend hours revising and worrying over your list, it isn't an effective tool.

Lighten Up Your Holidays



Winter's long nights and low temperatures can leave even the most energetic person feeling dispirited. You can boost your mood and vitality in simple ways:

Get organized. List your priorities and make a realistic schedule. For example, if you're making homemade gifts or baking for the holidays, make

supply lists, plan how much time you need to complete tasks, and set aside the time to get them done so you don't wait until the last minute.

Preparing for Vacation – at Work

Before you head out the door for well-deserved time off, follow these strategies to reduce pre-vacation chaos and stress.

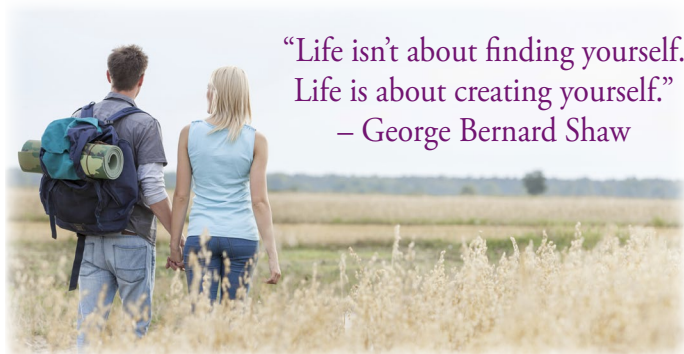
Check in with your coworkers, project managers, customers, vendors, and anyone else who'll be affected by your absence. Do this well in advance of your last day. Likewise, let people know how reachable you will be (if at all) while away.

Get urgent matters off your desk. Focus on urgent deadlines, and plan how to deal with non-urgent tasks. Delegate, find coverage or deal with them when you return.

Make sure someone at work knows the status of your projects. Ensure that internal and external clients have someone to contact in your absence.

Plan for your return. Before you leave, list critical issues to address your first day back.

Vacation is time to recharge, refresh and leave behind the responsibilities of your work routine. Enjoy it!



*“Life isn't about finding yourself.
Life is about creating yourself.”
– George Bernard Shaw*

Get outside. Less sunlight in winter may produce fatigue and negative feelings. Try to exercise outdoors in daylight; walk or just sit outside for a few minutes to soak up some natural light.

Eat well. Fill half of your plate with fruits and vegetables at each meal. Divide the other half between whole grains and protein-rich foods (lean meat, fatty fish and legumes). Treat yourself to a bowl of vegetable stew or chicken soup, a colorful fruit salad or a cup of green tea to help brighten your spirits.



If you feel blue or depressed for more than two or three weeks, talk with your health care provider to rule out any mental health issues.

Sleep more for cold prevention.

Researchers at the University of California, San Francisco found that people who slept seven or more hours a night were less likely to get a cold, even after they were exposed to the cold virus. Unlike previous studies, which relied on subjects to self-report how much they slept, this one used motion-sensing wearable technology to assess sleep habits. For fewer colds, go to bed earlier and sleep longer.



Year-End Assessment

As 2020 comes to a close, it's time to examine your professional development. Not sure how to get started? Consider the following questions:

This year:

- ✓ What new skills did you develop, and how have they helped you?
- ✓ What goals did you set? Did you meet them? Why or why not?
- ✓ What personal qualities, positive or negative, did you bring to your job this year? Examples: honesty, patience, irritability, enthusiasm, persistence, communication, etc. How did they help you or hold you back?
- ✓ Reflect on one failure, obstacle or mistake from this year. Describe how it affected you and what you learned from it. What would you do differently next time?
- ✓ Choose one success or accomplishment. How did you achieve it? What did you learn?
- ✓ Was this year better or worse than last year overall? Why?
- ✓ What are you looking forward to in 2021?



Best Tips for Solving Workplace Conflicts



The workplace — whether it's virtual, in an office or on a factory floor — brings all types of personalities together, so it's no wonder conflicts arise from time to time. You can't avoid conflicts completely, but you can learn to manage them well. Here's how:

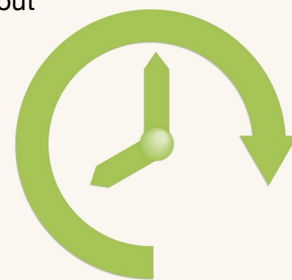
- **Focus on resolution rather than avoidance.** Ignoring conflicts may worsen the problem. Instead, accept conflict as a natural part of working together, and deal with it proactively.
- **Solve conflicts with communication.** A respectful, face-to-face conversation is often the best way to reach common ground. Emotions and intent can be misconstrued in emails or texts.
- **Give a little to get a lot.** Be willing to compromise and come to a resolution that works for everyone.
- **Stay professional.** Avoid emotional outbursts and other negative behavior. If you or the other party has difficulty resolving the conflict professionally, seek help from a supervisor.



Stay focused on accomplishing your personal best all year long.

Time Management at Home

Weekends or days away from work bring their own kind of stress. Without the structure of planners, to-do lists, schedules and supervisors, some of us fall apart and end up wasting free time or overcommitting ourselves. Bring the same time management skills you use at work to your home life. Assess your obligations, set priorities and goals, plan ahead, and stick to a schedule. **Results:** Your personal commitments are met **and** you get time to rest and relax.



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12.2020

The Ergonomics of Reaching Overhead

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Change the process. Work overhead for shorter periods of time and use work methods that are less labor intensive and that will help you spend less time reaching overhead.

Use tools and equipment that can help you, such as drill bit or screwdriver extensions. Or use a sturdy platform or an aerial lift to decrease vertical distance.



Preassemble fixtures or whatever you are fitting before installing them to minimize time spent working overhead.

Consider working in teams. One person can lift while the other assembles. Rotate the tasks until the job is complete.

Take regular and frequent breaks to give muscles time to relax.

Preventing Ice Dams

When snow and ice buildup at the edge of a roof, it prevents melting snow from draining, causing an ice dam. This buildup of water and moisture cannot only lead to roof damage, but also moisture, mildew and mold buildup inside your home, which can have adverse health effects. Here are three ways to help prevent ice dams:



- 1 Hire an energy professional** to access the heat loss from your home (nonuniform roof temperatures can lead to ice dams).
- 2 Remove snow from the roof with a roof rake** — do not attempt to dislodge large icicles. **Caution:** If you cannot reach the roof from the ground with the roof rake, do not get on the roof; hire a professional.
- 3 Seal all air leaks in the ceiling** and install insulation to make it airtight between the house and attic.

If you discover an ice dam on your roof, have it removed by a professional. And check for mold or mildew that may have formed in your home.

December is Safe Toys & Gifts Month.



ANNUAL Safe Gift Guide

This year, the world has seemed to focus on safety more than ever, so giving the gift of safety is one that many may choose. Here are some ideas:

For the health-conscious fashion buff:

Designer and fashion masks. Who says you can't look good while staying safe? There's a wide selection of masks out there for every taste and age.

Sun-safe clothing. Buying for a gardener or a person who spends a lot of time outdoors? Consider purchasing SPF-infused clothing. There are options that are lightweight, moisture wicking and breathable at various prices.

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Smart doorbells. Many will appreciate doorbells that allow them to see when deliveries are made as well as who is outside their doors.

For the athlete:

Reflective running gear. Walkers and runners will appreciate reflective gear, especially if they need to run before sunrise or after sunset.

Running lights. Select from models for early morning or evening runners and hikers that can be worn on the head, arm, ankle or even on bike helmets.

LED bike lights. These products attach to handlebars or wheels.

7 WAYS to Prepare Babysitters for Emergencies

Whether you're hiring a babysitter when you plan to go back to work or just for a night out, here are seven important ways to prepare them for emergencies:

- 1. Write down your address and phone number.** Don't assume your babysitters know these by heart. Place this in a prominent place or ask babysitters to add the information to their phone contacts.
- 2. Write down all other important phone numbers,** including your neighbors, health care providers, close friends and relatives, hospital, fire department and poison control center. Place this near a landline or in a prominent place.
- 3. Provide babysitters with pertinent medical information about your child:** any health issues and how to deal with them, medications and how to administer them, as well as food and medication allergies.
- 4. Instruct babysitters not to take photos** of your children and post them on social media.
- 5. Show your sitters where you keep fire extinguishers,** first aid kits and flashlights. Show them where all emergency exit and escape routes are located, including a safe room for weather events.
- 6. Share all rules regarding swimming pools and play equipment.** If you have a pool, make sure your babysitter is trained in lifesaving, can recognize the signs of drowning and knows to never leave your child alone near the water.
- 7. Ask your babysitters to not answer the door** while you are away from the house.



Wood Stove Safety

Wood stoves can be an efficient and affordable way to heat your home; however, they also have some safety hazards. For example, some wood-burning appliances can emit smoke that contains harmful chemical compounds. This can contribute to indoor air pollution and result in adverse health effects. If you own or are considering purchasing a wood stove, follow this advice:

- ➔ Contact your local building codes department, state energy or environmental agency about wood-burning regulations in your area.
- ➔ Purchase a unit that has been evaluated and listed with a nationally recognized testing laboratory.
- ➔ Read and follow the manufacturer's directions.
- ➔ Check clearance requirements. If there are no instructions, use the National Fire Protection Agency's recommendation of 36 feet away from any combustible item, such as curtains.
- ➔ Install a fireproof floor protector in the size recommended by the manufacturer or one that extends 18 inches on all sides of the heater.
- ➔ Get your stovepipe and chimney inspected and cleaned annually.
- ➔ Burn only seasoned hardwood or wood pellets in the stove.
- ➔ Transfer cooled ashes using a covered metal container to an outside location at least ten feet away from your home. Soak with water.



SAFETY CORNER

Tips for Elderly Drivers

As we age, our driving abilities may be affected. That's one reason why it's important to have an annual checkup with your health care provider.



Older Driver Safety Awareness Week is December 7 to 11.

Other things to consider:

Check your state requirements about license renewal, as they vary by state. For example, California requires drivers 70 and older to take an in-person vision and written test before renewing their licenses.

Discuss medications with your health care provider if you experience side effects that could interfere with your ability to drive safely.

Get your eyes checked annually.

Identify transportation resources. Changes can happen more rapidly in some people than in others. Identify community or volunteer organizations that can help with transport so you can avoid disrupting your routines.

Plan your route before you head out.

Get a driving fitness evaluation from a qualified occupational therapist, especially if you experience age-related physical challenges.

Consider moving to a walkable community where grocery, pharmacy, restaurants and places of worship are within easy walking distance.

Attend a CarFit event near you. CarFit volunteers will use a 12-point checklist to make sure your vehicle is safe and adjusted properly for the best fit for you. Learn more at car-fit.org.



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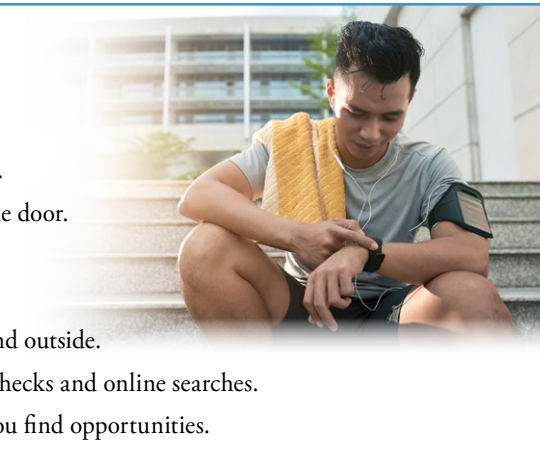
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Let this be a driving factor in reducing your sitting and fitting in some daily exercise. Finding time for fitness activities can be challenging for folks with work and family demands. First, consider the rewards of regular exercise: protecting your health and feeling your best. Second, make exercise a priority. Third, don't make excuses with every little interruption that comes along.

Ways to stay motivated:

- Wear a fitness tracker.
- Involve friends and family.
- Recruit a lunchtime walking partner.
- Let your dog inspire you to go out the door.
- Enjoy outdoor sports.
- Lift weights during TV time.
- Make physical chores count inside and outside.
- Stand up during phone calls, email checks and online searches.
- Take the stairs and walk whenever you find opportunities.



Break it up. If you can't always fit in a 30-minute workout, shorter bursts of physical activity can count toward the overall goal of 150 minutes per week of moderate-intensity cardio activity. Or try vigorous-intensity aerobic activities, such as jogging or elliptical training, for 75 minutes a week, or 15 minutes, five days a week. Make it a habit.

“Success seems to be largely a matter of hanging on after others have let go.”

— William Feather

BEST bits

■ **Warning: Be heart smart when shoveling snow.** It can significantly stress your cardiovascular system — similar to being at peak exercise during a stress test. For those not physically fit, such exertion can lead to heart attack, especially in the cold when arteries tend to constrict and increase blood pressure. Warm up your muscles before starting to shovel. Stop immediately if you feel any chest pain, become lightheaded or short of breath, or your heart starts racing. Go inside and rest if you become tired; don't try to do it all in one round. Take frequent breaks and stay hydrated. If you have a chronic medical condition, ask your health care provider before shoveling and other strenuous activity.

■ **Vaccines are vital:** Before the 1950s, serious diseases, including polio, measles and diphtheria, sickened hundreds of thousands of people in the U.S. Thousands died each year. Fortunately, with vaccines these diseases now occur rarely in the U.S. But some infectious diseases still exist elsewhere and can be brought here — the fact that most of us are vaccinated against these diseases prevents possible cases from becoming epidemic. **Ensure your children** are properly immunized to guard against any resurgence of diseases. Review immunizations with your child's health care provider. Learn more at [cdc.gov](https://www.cdc.gov).

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Insight: Vision and Eye Health

By Diane McReynolds, Executive Editor Emeritus



Did you know? More than 80% of 3,500-plus U.S. adults age 18 and older surveyed in August 2019 said they were knowledgeable about eye and vision health.

Yet fewer than 20% correctly identified the three main causes of blindness in the U.S., which are glaucoma, age-related macular degeneration and diabetic eye disease, according to the American Academy of Ophthalmology. And only about a third knew we do not always experience symptoms before losing vision to eye diseases.

Take the following self-assessment to learn if you may be at risk for vision problems.

Have you ever had an eye injury or eye surgery? yes no

Be aware that eye injuries and surgeries can increase your risk for eye disorders. See an eye care provider (ophthalmologist) regularly to check on your eye and vision condition.

Have you noticed a change in your vision during the past 12 months? yes no

Any changes in vision, such as night blindness, blurred vision or sensitivity to light, should be reported to your eye care provider. Don't delay.

Do you have persistent pain or redness in or around your eye? yes no

Ongoing pain not due to sinus problems, allergies, headache or eye strain can signal a serious eye problem. If your eye hurts continuously, get emergency care.

Do you have diabetes? yes no

People with diabetes are at risk for diabetic retinopathy, an eye disease that harms blood vessels in the eye. If you have diabetes, eye experts say you need a dilated eye exam annually or as often as your provider advises.

Do your children get regular eye exams, too? yes no

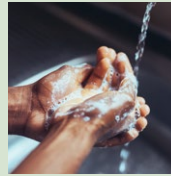
Kids are susceptible to nearsightedness, amblyopia (lazy eye) and eye infections. Left untreated, these problems can interfere with reading, focusing and learning. Detecting and treating problems early give children the best chance for healthy vision long term.

Don't put off seeking eye care from an ophthalmologist trained to identify possible threats to your vision. Glasses, contact lenses, LASIK (laser eye surgery) and other procedures can be used to restore good vision. Learn more at aao.org/eye-health.

Prevent Colds 5 Ways

The odds of catching a cold this winter are high. Every year, U.S. adults have an average of two or three colds and children have even more, the CDC says. But that doesn't mean catching colds and the accompanying sore throats, sneezes and body aches are inevitable this season.

Five research-backed tips for preventing colds:



1. Wash your hands often with soap and water.

Cold-causing viruses are picked up on surfaces and stay on your skin for hours. So, wash your hands regularly, lathering well for at least 20 seconds. Wash your hands before and after putting on, touching and taking off a face covering.



2. Keep hand sanitizer nearby for times soap and water aren't available. Make sure to use a product that contains at least 60% alcohol.



3. Be aware of where you put your hands. Avoid touching your face with unwashed hands. Even a few cold virus particles can infiltrate your body through your eyes, nose or mouth and make you sick.



4. Avoid people who are sick. Keep your distance from others with colds. If a family member has a cold, increase handwashing and avoid close contact as much as possible.



5. Disinfect surfaces which are frequently touched. Wash toys with non-toxic soap and warm water and use disinfectant wipes on doorknobs and counter tops.

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Certain work responsibilities may require us to reach overhead, which can stress our necks and shoulders. This can result in muscle and joint injuries. To prevent injury and strain, follow these ergonomic guidelines when reaching overhead:

- **Lighten the load.** If you must lift or lower a load from above, lighten it if possible.
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- **Preassemble fixtures** or whatever you are fitting before installing them to minimize time spent working overhead.
- **Consider working in teams.** One person can lift while the other assembles. Rotate the tasks until the job is complete.
- **Take regular and frequent breaks** to give muscles time to relax.



Having a difficult time deciding what to give friends and loved ones? Subscription boxes offer a budget-friendly way to try products before making full-size purchases. Most boxes offer monthly subscriptions with four to six sample-size products. Contents include food, home, hobby, and personal grooming products. You can also get boxes for pets for the animal lovers in your life. Most boxes cost \$10 to \$20 a month. Subscribers can customize their boxes to suit their preferences. Subscription products can be physical or digital, such as newspapers and magazines. Search online for **subscription boxes** to learn more. — Jamie Lynn Byram, PhD, AFC



TIP of the MONTH

Omelets

Omelets are delicious, nutritious and infinitely customizable.

Making individual omelets (rather than one large one) will result in fluffier omelets that are easier to flip. The ideal nonstick skillet for a three-egg omelet is eight inches with sloping sides, so you can easily slide the omelet onto a plate. Make sure your skillet is very hot before you add the eggs. Then, be patient. Let it set before you flip it, or you'll end up with scrambled eggs.

Better Breakfast Menu

By Cara Rosenbloom, RD



Do you ever start the day with a sugary doughnut but feel hungry about an hour later? The food you choose at breakfast can set your energy level and hunger cues for the whole morning, so make smart selections.

Starting the day with white flour and sugar won't provide the nutrients you need for long-lasting energy. Plain bread, pastries or sugary cereal are digested quickly, which spikes blood sugar levels and leaves you feeling hungry again. A better plan? Introduce foods rich in protein and fiber at breakfast or lunch time. This plan can help combat type 2 diabetes and metabolic syndrome.

Protein-rich foods provide a feeling of fullness because they are digested slowly. This helps you feel satisfied longer and may curb your craving for sweets. Try eggs, Greek yogurt, cottage cheese, peanut butter, beans, cow's milk or alternative milks made from soy or peas. **Note:** Most almond and rice beverages contain little protein.

Bulk up with fiber. Like protein, fiber helps promote satiety (feeling full). Include any of these fiber-rich foods at breakfast: nuts, seeds, vegetables, fruit, whole grains, bran, beans or lentils. Some healthy fats at breakfast also help you digest the meal more slowly. Fat is found in nuts, seeds, avocado and cheese.

Some winning breakfast combinations include:

- Peanut butter and banana oatmeal (made with milk or soy/pea beverage).
- Vegetable omelet with whole-grain toast.
- Greek yogurt parfait with nuts and berries.
- Cottage cheese and fruit sprinkled with seeds.
- Black bean, tomato and egg burritos.
- Bran cereal with milk and fruit.
- Whole-grain toast with cheese and tomato.
- Greek yogurt green smoothies.



Easy Breakfast Burritos

- | | |
|---|-------------------------------|
| 8 eggs | 1 red bell pepper, diced |
| Pinch salt and pepper | ¼ cup salsa |
| 1 tbsp butter | 2 tbsp chopped fresh cilantro |
| 8 whole-grain tortillas | |
| 1 cup cooked black beans, gently mashed | |



EASY recipe

In a large bowl, crack and whisk eggs. **Add** salt and pepper. **In** a large nonstick skillet, melt butter over medium heat. **Add** eggs. **Cook**, stirring, until eggs are scrambled, about 5 minutes. **Arrange** tortillas on clean work surface. **On** each tortilla: Spread mashed beans along center. **Top** with peppers, salsa, eggs and cilantro. **Fold** up bottom of tortillas over filling, then fold in sides and roll up tightly. **Eat** immediately, or freeze for future breakfasts.

Makes 8 burritos. Per serving: 250 calories | 14g protein | 9g total fat | 4g saturated fat | 2g mono fat | 1g poly fat | 28g carbohydrate | 3g sugar | 6g fiber | 345mg sodium

Stay in Touch

Keep those questions and suggestions coming!

Phone: 800-871-9525

Fax: 205-437-3084

Email: PBeditor@ebix.com

Website: www.personalbest.com

Executive Editor: Susan Cottman • Advisers: Patricia C. Buchsel, RN, MSN, FAAN; Jamie Lynn Byram, MBA, AFC, MS; Eric Endlich, PhD; Mary P. Hollins, MS, JD, CSHM; Kenneth Holtyn, MS; Reed Humphrey, PhD; Gary B. Kushner, SPHR, CBP; Diane McReynolds, Executive Editor Emeritus; Zorba Paster, MD; Charles Stuart Platkin, PhD; Cara Rosenbloom, RD; Elizabeth Smoots, MD, FAAFP; Margaret Spencer, MD • Editor: Aimie Miller • Designer: Heather Burke

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EXPERT advice — Elizabeth Smoots, MD

Q: Health screening newborns?



A: Newborn screening is the practice of testing all babies in their first days of life for certain serious disorders. The testing is offered in every state and is usually performed before the newborn leaves the hospital. After home deliveries, it can be done at home or in the doctor's office.

Why are infants screened? Newborn screening checks for phenylketonuria, hypothyroidism, sickle cell disease, cystic fibrosis and other potential newborn conditions. Early detection and treatment help prevent disabilities or life-threatening illnesses.

How is screening done? The test is performed by pricking the baby's heel for a few drops of blood. Most states also provide a hearing test to screen for congenital hearing loss. In addition, blood oxygen readings taken with skin sensors can screen for congenital heart disease. In some states a repeat blood test is done when the baby is one to two weeks old.



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Annual Safe Gift Guide

This year, the world seems to be focusing on safety more than ever, so giving the gift of safety is one that many people may choose. Here are some ideas:

For the health-conscious fashion buff:

- **Designer and fashion masks.** Who says you can't look good while staying safe? There's a wide selection of masks for every taste and age.
- **Sun-safe clothing.** Buying for a gardener or a person who spends a lot of time outdoors? Consider purchasing sun-protective clothing. There are options that are lightweight, moisture wicking and breathable at various prices.

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For the athlete:

- **Reflective running gear.** Walkers and runners will appreciate reflective gear, especially if they choose to run before sunrise or after sunset.
- **Running lights.** Select from models for early morning or evening runners and hikers that can be worn on the head, arm, ankle or even on bike helmets.
- **LED bike lights.** These can be attached to handlebars or wheels.



Stay out of the T-zone. Your eyes, nose and mouth comprise the T-zone; they're entry portals for germs. Researchers say it's the area people touch most often, and they usually don't realize it's a habit. When you touch something contaminated with germs and then touch the T-zone, the result can be infection with a cold, flu, COVID-19 or other illness. The solution? Work to keep your hands off your face. The more you stay out of the zone, the better.



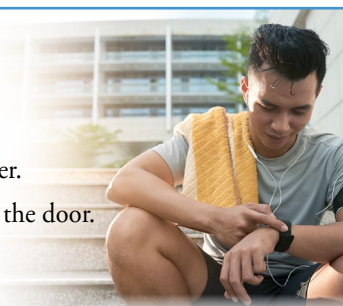
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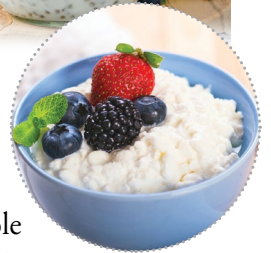
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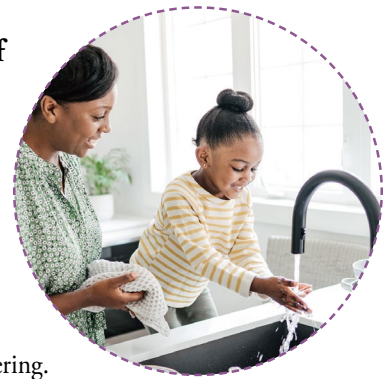
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- 2. Keep hand sanitizer nearby when soap and water aren't available.**
Make sure to use a product that contains at least 60% alcohol.
- 3. Be aware of where you put your hands.** Avoid touching your face with unwashed hands. Even a few cold virus particles can infiltrate your body through your eyes, nose or mouth and make you sick.
- 4. Avoid people who are sick. Keep your distance from others with colds.**
If a family member has a cold, increase handwashing and avoid close contact as much as possible.
- 5. Disinfect surfaces which are frequently touched.** Wash toys with non-toxic soap and warm water and use disinfectant wipes on doorknobs and counter tops.



Tame the Seasonal Craze

Holiday shopping, cooking, decorating and festivities are fun but can also cause stress.

Exhaustion, occasional family squabbles and feelings of sadness when things don't always go as planned can dampen holiday spirits.

But don't let the seasonal rush get you down. Use these practical tips to minimize stress so you can enjoy the holidays.

- **Plan ahead and stick to a budget.** Money doesn't buy happiness or necessarily the best gifts. Consider making gifts if you have time.
- **Take care of you.** Don't skimp on sleep. Try to fit in at least 150 minutes of moderate-intensity exercise weekly, such as walks, yoga or gym workouts.
- **Set aside family differences.** Consciously decide to accept friends and relatives as they are. Leave political and other contentious subjects off the table.
- **Remember: It's OK to say "no."** You don't have to participate in every activity or cook an elaborate meal if you'd rather not. There's also nothing wrong with taking shortcuts, such as ordering pre-cooked holiday food.
- **Accept your feelings.** Life isn't always happy, even during the holidays. If you're sad or anxious, reach out to friends and family and seek counseling if needed.



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