The Johns Hopkins Hospital

Volunteer Handbook



Department of Volunteer Services

600 North Wolfe Street Carnegie 173 Baltimore, Maryland 21287 410.955.5924 410.614.8464 (fax) Dear New Volunteer,

Welcome to The Johns Hopkins Hospital and the Department of Volunteer Services!

As a volunteer you become a member of a dedicated team that provides the highest quality health care in the best hospital in America. Through the generous gift of your time, talent and personal interests, you supplement the work of staff members in offering many special services that are so important to our patients, their families and the hospital staff.

Though your material gains are few, the greatest reward is the special feeling that comes to those who give of themselves to the betterment of others. Volunteering is a great way to learn new skills, serve your community and meet new people.

Please take the time to read this handbook. It has been prepared to acquaint you with The Johns Hopkins Hospital and its volunteer program. If you have any questions, please feel free to contact the Department of Volunteer Services.

We welcome you as a member of our medical center family and thank you for choosing The Johns Hopkins Hospital to volunteer and share your time.

Sincerely,

Kia-Lillian N. Hayes Volunteer Coordinator

THE JOHNS HOPKINS HOSPITAL

History

The Johns Hopkins Hospital officially opened its doors on May 7, 1889. It was the first institution in the United States to unite a medical school with a hospital – and to establish the standards by which other schools would be judged.

"Blue baby" operations, biological clocks, CPR, surgical rubber gloves and vitamin D are just some of the Hopkins discoveries that have improved all of our lives.

The Hopkins heritage of excellence continues to be applied to solutions to modern problems – from AIDS to urology.

Today more than 10,000 people work at the Medical Institutions, and although it draws patients and scholars from all over the globe, Hopkins remains firmly committed to serving the health needs of the region. The Hospital has rendered more charity in Baltimore City than any other institution.

Mission

The mission of Johns Hopkins Medicine is to improve the health of the community and the world by setting the standard of excellence in medical education, research and clinical care. Diverse and inclusive, Johns Hopkins Medicine educates medical students, scientists, health care professionals and the public; conducts biomedical research; and provides patient-centered medicine to prevent, diagnose and treat human illness.

Vision

Johns Hopkins Medicine provides a diverse and inclusive environment that fosters intellectual discovery, creates and transmits innovative knowledge, improves human health, and provides medical leadership to the world.

Values

The values of Johns Hopkins Medicine tell what we strive for in order to fulfill our mission. The values of Johns Hopkins Medicine are:

- Excellence & Discovery
- Leadership & Integrity
- Diversity & Inclusion
- Respect & Collegiality

Our Service Standards

The Hospital has identified important service excellence standards. They define behavioral expectations for individuals and groups and help us to achieve our service mission and value. These standards are:

- -Customer Relations how we interact with customers face-to-face and on the phone
- -Self Management how we meet personal and organizational standards
- -Teamwork how we work together to meet our customer's needs
- -Communication how we use words, tone and body language to send and receive messages
- -Ownership and Accountability how we take care of our environment
- -Continuous Performance Improvement how we improve the safety and quality of our services

Our Goals

The Hospital goals and strategic plan change somewhat from year to year to meet the needs of the community, Baltimore City, Maryland, the USA and the world. Patient safety, service excellence, workforce development and campus redevelopment are all current goals of the organization.

DEPARTMENT OF VOLUNTEER SERVICES

Mission

The Johns Hopkins Hospital Department of Volunteer Services was formally organized in 1959 to manage the recruitment, placement and retention of volunteers and to promote community understanding of its needs and services.

Scope of Service

The Department of Volunteer Services has been established to augment the services of Johns Hopkins Medicine in order to extend the best care possible to our patients, their families and visitors. The volunteers supplement the hospital staff but do not replace personnel.

Objectives

The objectives of the Department of Volunteer Services are...

To provide volunteer service to any unit of Johns Hopkins Medicine – Hospital, Outpatient Center, University – upon request of the department personnel and with the approval of the department manager.

To promote community service by providing opportunities for community youth and adults and to offer opportunities for staff and faculty to volunteer in the East Baltimore community.

To develop cultural diversity within the Volunteer Services program.

To foster and promote interest in health care careers, both medical and paramedical, in the youth of community high schools and colleges.

Mailing Address

The Johns Hopkins Hospital Department of Volunteer Services 600 North Wolfe Street Carnegie 173 Baltimore, Maryland 21287 410.955.5924

Office Hours

Monday – Friday 8:00 a.m. – 4:30 p.m.

VOLUNTEER REQUIREMENTS

Minimum Age: 15 years

<u>Number of Hours Required:</u> Volunteers must commit to a <u>minimum of 75 hours</u> of service and a minimum of 4 hours of service per week is required. However, the amount of hours may be subject to change depending upon the needs of the department and volunteer and with approval of the volunteer supervisor.

<u>Processing Required:</u> Prospective volunteers must complete a volunteer application which contains the names and telephone numbers of 2 personal references (non-relatives). High school students must submit a Parental Consent form, two School Recommendation forms, and an essay.

<u>Interview(s):</u> After completing the application process, a screening interview must be scheduled with the Department of Volunteer Service. Applicants are reviewed and considered based on assessed skills, interests, level of demonstrated commitment and the availability of volunteer positions. A reference check and a criminal background check are then conducted. Upon successful completion of these checks, the applicant must schedule and attend an interview with a potential supervisor. During this interview a Placement Interview form must be completed by the interviewer and applicant.

<u>Health Related Documentation:</u> Volunteers considering serving patient care areas that were born after January 1, 1957 must provide documentation of the varicella (chickenpox) and measles/mumps/rubella (MMR) vaccinations.

Employees, faculty, physicians, staff, students and **volunteers** across Johns Hopkins Medicine, as well as at the schools of nursing and Public Health, are required to receive the flu vaccination. The seasonal flu vaccine is provided free of charge to all volunteers.

All volunteers are screened for tuberculosis and must be determined to be free of active infection by the Department of Occupational Health before beginning service within the Hospital. Any volunteer with a positive reaction to the PPD test is advised to follow up with a chest x-ray and further medical treatment if so determined.

Volunteers who serve clinical areas must receive a TB screening on an annual basis to maintain an active status.

<u>Orientation and Training:</u> Once all interviews and paperwork have been completed, the prospective volunteer must call the Department of Volunteer Services to reserve a seat for the mandatory orientation. Orientation topics include a general overview of the volunteer program, infection control policies, environmental safety, liability, age-specific competencies, patient confidentiality and other hospital policies and information. The Volunteer Orientation is prescheduled and held sometime during the regular business day.

Volunteers must complete a re-orientation and be evaluated <u>annually</u> to maintain an active status. The re-orientation is sent by mail.

Volunteers should be properly trained by their departmental supervisor or designated staff to successfully complete assigned tasks. This training is divided into two areas: basic workplace instruction (e.g. location of bathroom, where to put coat, etc.) and job instruction.

Attendance: Volunteers are expected to meet their commitments to their scheduled service hours. Supervisors must be notified of any absences in advance or as soon as possible. The Department of Volunteer Services should be notified of any extensive absences. After 3 consecutive unexcused absences without notification, the supervisor and/or the Department of Volunteer Services reserve the right to terminate a volunteer.

All volunteers must sign –in and –out when reporting for service. Failure to do so and illegible handwriting will result in service hours <u>not being recorded</u>.

Evaluation: All volunteers should demonstrate a good understanding of assigned tasks. A competency assessment by the supervisor should be given after 90 days of service and then on an annual basis of the start date.

VOLUNTEER GUIDELINES

As members of The Johns Hopkins Hospital family, volunteers must abide by the same processing and regulations as the paid staff and follow similar hospital regulations. All onsite volunteers must adhere to the following:

- Volunteers must hold patient and hospital information confidential and must sign a statement of confidentiality. Remember the 4H's. What you see here, and hear here, stays here.
- <u>Sign in when you</u> arrive and <u>sign out when you leave</u>: A touch screen computer is located in the Volunteer Office, Carnegie 173, and there is a sign in sheet located at the Main Hospital Information desk (Nelson Lobby). Another option is an individual time sheet that must be forwarded to the Volunteer Office every two weeks. If the time sheet is not submitted within the two week time period volunteers may not be permitted to receive benefits. It is under the discretion of the Volunteer Services staff. **No benefits will be distributed for past service hours.**
- Please **notify** the Volunteer Office and the department to which you are assigned regarding a **change of schedule**, **absence or anticipated lateness**.
- <u>Dress professionally</u>. Volunteers must dress appropriately for their assigned areas and tasks. In patient areas, no shorts, sandals (flip flops, open toed shoes) or clogs may be worn. Heavy perfume and bulk jewelry should be avoided. Khakis and/or jeans can be worn in appropriate assignments. These pants must be well maintained and fit appropriately. In some cases, you will be given surgical scrubs to wear. Clothes must be neat, clean and appropriate for a business environment.
- <u>Identification Badge</u>. Always wear your ID badge and volunteer tag visibly attached to your clothing so that others can identify you as a volunteer. Initially you will receive a **probationary badge for 90 days**. To be granted an extension you must have your supervisor complete a Competency Assessment or Evaluation Form. Also, please note, your volunteer badge will expire one year from your start date.
- <u>Volunteer position descriptions</u> are available for every volunteer assignment and should have been given to you during the interview process for review.
- All volunteers should have a good understanding regarding <u>Age Related Competency</u>. Patients should be treated according to their age, gender and environment with dignity, empathy and respect.
- Volunteers are asked to commit to their schedule and come regularly to their volunteer assignment. Good attendance is very important. Your position will be much more beneficial because if a department can depend upon you, you will receive duties of a much more fulfilling nature. 3 unexcused absences are grounds for dismissal.
- Volunteers must not
 - o accept or ask for money or gifts from patients
 - o solicit medical staff for professional advice

- o attempt to sell items to patients, hospital staff or a patient's family members
- o visit friends or relatives in the hospital while on duty
- O visit other areas of the hospital except in the course of their service
- o have friends or relatives (including children) visiting with them while on duty
- Smoking is not permitted in any hospital building. Smoking in any building will result in counseling and possibly termination of position. The hospital has designated areas outside.
- Volunteers are responsible for reporting any incident involving injury (however minor). Supervisors or other responsible staff should complete an **Incident Report** to record information. A copy should be submitted to the manager of the Department of Volunteer Services.

POSITION DESCRIPTIONS

The Johns Hopkins Hospital Department of Volunteer Services defines each volunteer assignment, competencies, requirements, supervisors and responsibilities in a Volunteer Position Description. Volunteers should never attempt a task outside of the position description. If asked to do so, the volunteer must decline the duty. Position descriptions are reviewed for revision yearly.

PERFORMANCE EXPECTATIONS

Volunteers are assigned to a department and are to report directly to the supervisor of that site.

Volunteers are responsible for following the instructions given them for completing tasks and for seeking clarification of any instruction not understood.

Volunteers are responsible for arranging any breaks taken during the service period with the supervisor.

Volunteers are responsible for reporting to their site according to the schedule established when placement is made. Any changes in the schedule must be acceptable to the volunteer and the supervisor. Volunteers must inform their supervisor and the Department of Volunteer Services if any changes are made.

Volunteers will be on a probationary status during the first 90 days of their service and at their anniversary date. Supervisors will evaluate their performance and complete a competency assessment. From the information gathered, if necessary, improvements may be made. This information is placed in the individual volunteer file.

RESIGNATION

Volunteers wishing to resign from their assignment must provide notice to their supervisor and the Department of Volunteer Services. The hospital identification (ID) **must be returned**.

DISCIPLINARY ACTION & TERMINATION OF SERVICES

If, at any time, a volunteer's performance or conduct needs improvement it may become necessary for him/her to have a discussion with an immediate supervisor. Depending on the situation, specific improvements may be agreed upon; additional training may be necessary; reassignment, or time off pending reassignment, may be appropriate; or if the problem can't be resolved satisfactorily for all involved, the volunteer may be terminated.

The hospital reserves the right to terminate your service as a volunteer if the action is in the best interest of both parties. Infraction of the hospital policies cannot be allowed and a warning to this effect will be issued as necessary. Any breach of patient confidentiality, harassment, theft and any other standing hospital policy will be grounds for immediate and permanent dismissal from the program.

GRIEVANCES

If there is a concern that cannot be resolved with your assigned supervisor, please direct the concern to the staff of Volunteer Services for resolution. Volunteers are also asked to bring any suggestions or ideas to the Volunteer Office staff's attention.

LEAVE OF ABSENCE

If there is a time in which a volunteer must be gone for a period of time but does not wish to be removed from the volunteer roll, he/she must request a leave of absence (LOA). The LOA is available for up to six (6) months. If a volunteer does not notify us and is not active in the volunteer program for a period of three (3) months, we will assume service has ended and the ID badge will be deactivated. For security reasons, we do ask that the ID badge is returned to the Volunteer Office as soon as possible.

CONFIDENTIALITY/ETHICS

Volunteers are bound by hospital policy to regard all patient information (including identity, diagnosis and condition, etc.) as strictly confidential. Divulging of confidential information will result in termination of volunteer service. All volunteers are asked to sign a Confidentiality Agreement and complete HIPAA (Health Insurance Portability and Accountability Act) training during their initial orientation.

Volunteers should not participate in any idle gossip with patients, staff or other volunteers regarding inappropriate subjects and/or items regarding hospital policy and procedures.

Volunteers should never ask a patient why he/she is in the hospital.

Volunteers should never discuss religion or politics with patients. These are personal subjects, which may provoke emotional responses that could be detrimental to the recovery of a sick person. If the patient insists on talking about these subjects, listen politely, but avoid any comment then excuse yourself at the first possible moment.

Volunteers are to keep their relationship with the patient casual but friendly at all times; refrain from giving gifts, personal telephone numbers or addresses to patients and vice versa. Relationships with the staff and visitors should remain professional. Any concerns regarding the Hospital system or policy should be relayed to the Director of Volunteers.

Volunteers may not request professional medical advice (informally) concerning self, family or patients from the medical staff while on duty.

Volunteers should never attempt to give patient care of any kind.

Volunteers should never discuss the costs of hospitalization with the patient.

Volunteers cannot solicit patients, visitors or staff for personal gain.

EMPLOYMENT OF VOLUNTEERS

Volunteers who are interested in employment at The Johns Hopkins Hospital should contact the Department of Human Resources at 410.955.6575 or visit the following website www.hopkinsmedicine.org/employment/index.html. The Johns Hopkins Hospital is an equal opportunity employer.

JHH EMPLOYEE VOLUNTEERS

Volunteers who are employees of The Johns Hopkins Hospital must adhere to the Fair Labor Standards Act. The following restrictions apply:

- A. An employee cannot volunteer his/her services to an employer to perform the same type of service performed as an employee.
- B. The tasks performed by the volunteer may not be similar to those performed by an employee.

SERVICE EXCELLENCE

This policy provides guidelines for communications and behaviors by employees, volunteers, staff and physicians on staff that foster favorable relations between employees, volunteers, physicians, patients and their families, and visitors. It is a **continuous and ongoing** process at The Johns Hopkins Hospital.

At The Johns Hopkins Hospital, we recognize that a patient's recovery is aided by an atmosphere of caring that each of us creates with our communications and actions. We realize that patients choose our hospital because of our reputation for quality and caring. Therefore, we place a high degree of importance on establishing and maintaining an atmosphere of friendliness, courtesy, concern for each patient, visitor, physician, co-worker and volunteer so that these patients have a favorable perception and experience with our Hospital.

Procedure - How is this accomplished?

- Be aware of and concerned about how your demeanor and actions affect patients, visitors, physicians, staff and other volunteers.
- Break the Ice Smile! It costs nothing. Make eye contact, introduce yourself, and lend your assistance.
- **If someone looks lost**, instead of giving them directions, take them there.
- **Anticipate needs** You'll often know what people want before they ask.
- **Respond quickly** When your help is needed from a patient, co-worker, etc., take care of it as quickly as possible. For a sick patient, every minute seems like days.
- **Maintain privacy and confidentiality** Knock before you enter a patient's room. Watch what you say and where you say it. Protect personal information.
- **Maintain dignity** Close curtains to give privacy. That patient could be your friend, your child, and/or your spouse.
- Listen and Act Don't blame others for issues. Listen, then do all you can to resolve the issue.
- **Keep quiet** Noise annoys! It shows lack of consideration and concern for patients, co-workers and volunteers.
- Apply your telephone skills When you're on the telephone, The Johns Hopkins Hospital's reputation is on the line. Sound pleasant and give your name along with a greeting. Be helpful. Don't transfer them before you listen with concern, understanding and have good information to give them.

Treat everyone the way you'd like to be treated and you won't go wrong!!

HARASSMENT

As a matter of The Johns Hopkins Hospital, volunteers are asked to adhere to set standards for harassment. **Harassment includes**: Threats, demands, retaliation, or other conduct that results in the creation of a hostile workplace, whether that conduct is verbal, non-verbal, physical or visual. **Sexual harassment** includes any unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature. Any volunteer found to have engaged in harassment will be subject to appropriate disciplinary action up to and including termination.

INCIDENT REPORTING

<u>Any injury sustained by a volunteer must be reported</u> to the volunteer's supervisor and to the Department of Volunteer Services regardless of the perceived seriousness of the injury. An incident report will be made for the injury. The volunteer will be seen in the Emergency Department for evaluation and treatment. Your personal health insurance will be used as primary coverage with the Hospital if additional medical service is needed.

SUBSTANCE ABUSE

All volunteers are asked to adhere to The Johns Hopkins Hospital's Substance Abuse policy. Caring for others while under the influence of drugs or alcohol is a total betrayal of the special trust and obligation that exist between patients and their caregivers. Volunteers found in violation will be counseled, given supportive information and asked to seek treatment. Once the volunteer has satisfactorily completed a qualified rehabilitation program, he/she may be considered for re-instatement.

HOLIDAYS

The Johns Hopkins Hospital celebrates the following holidays: New Year's Day, Martin Luther King's Birthday, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas.

On these days, staffing at the hospital is at a minimum. Volunteers should discuss with their supervisors if they should report to service. Volunteers serving in patient care areas are invited to report on holidays if they are available.

INCLEMENT WEATHER DAYS

Volunteers are encouraged to discuss with their supervisors if they should report to service in the event of inclement weather. A good point to remember: If the schools are closed in Baltimore City, volunteers are also encouraged to stay home.

DISASTER PLAN

A disaster plan is designed for the reception and treatment of an abnormally large amount of patients who are victims of disasters such as fires, flood, train wreck, etc. Inclement weather, creating a staffing shortage, is a disaster. Upon hearing an announcement putting the plan into action, volunteers wishing to help should report to the Department of Volunteer Services to receive an assignment from the manager of Volunteer Services.

EMERGENCY RESPONSE

In case of a fire, the following steps should be taken:

- 1. Remove anyone in immediate danger.
- 2. Close all doors.
- 3. Pull fire alarm.
- 4. Dial 5.4444, state your observations.
- 5. Leave the area if you do not have patient care responsibilities.

In case of a disaster, the Operator will announce the proper code and the affected areas. Report to designated areas.

GENERAL SAFETY

Materials Safety Data Sheets (MSDS) - The Access to Information about Hazardous and Toxic Substances Act requires employers to inventory and list all hazardous and toxic substances used in the work place and how to work safely with these materials. Each department, in the Hospital, has a MSDS listing. Any volunteer can have access to this information upon request within one day of the request.

Electrical/Equipment Safety –Volunteers must have proper training to operate any piece of equipment. The departmental supervisor is responsible for proper training and/or in-service. Please inspect any equipment you are asked to utilize for safety. If there is any concern, please report the equipment.

Security and ID Badges – Volunteers are required to wear their ID badge and volunteer tag in a visible manner while on duty. All visitors are given a temporary stick on badge upon entering the hospital.

When the safety/security of patients, visitors or staff is threatened, volunteers should call Security at 410.955.5585.

Escort – Volunteers, who work past sundown, can ask for an escort to their car by calling security at 410.955.5333 or stopping by the Security Office.

Secure your belongings during your volunteer assignment. Please check with your department supervisor to secure your belongings.

UNIVERSAL PRECAUTIONS (Infection Control)

Universal Precautions are utilized by health care facilities nationwide. These procedures treat all patients as though they have an infection of some kind. Employees use protective clothing, gloves, face masks, etc., because they interact with body fluids. Volunteers are asked to protect themselves by using "proper hand washing", never attempting to clean any kind of body fluid, staying home when sick and never entering a patient room marked "isolation" unless given permission and properly dressed.

Blood borne diseases that are notable include:

- Hepatitis B virus (HBV)
- Hepatitis C virus (HCV)
- Human immunodeficiency virus (HIV) virus that leads to AIDS

These diseases can only be transmitted by the exchange of body fluids and not by casual contact.

Tuberculosis (TB) is an *airborne bacterium*. It is spread from person to person through the air. The risk of getting TB is greater if a person spends long periods of time indoors with someone who has active TB.

A skin test called PPD can determine when a person has the germ. For this reason, volunteers and employees are asked to have an annual PPD test done.

<u>Nosocomial Infections</u> are infections obtained in the hospital environment. The Infection Control Department's job is to track down the origin of the infection and make changes so that the infection does not occur again.

<u>Volunteers should wash their hands</u> before and after patient contact, whenever visibly soiled with infective material, after using the toilet, before and after eating, after wiping eyes and noses, and after applying cosmetics.

Volunteer attire must be clean.

Volunteers with chronic <u>weeping dermatitis or lesions</u> on exposed skin surfaces should refrain from patient contact. Also, if you have a cold or contagious disease, stay home and take care of yourself.

Additional information is available in the Volunteer Office on infection control and diseases and from the Infection Control Office by calling extension 5.8384.

Please thoroughly review the illustration on proper hand washing

PROPER BODY MECHANICS

Volunteers <u>do not usually</u> become involved in lifting heavy items. However, keep the following information in mind. <u>Most back injuries result from improper lifting</u>. According to the principles of biomechanics, the worst lifting situation occurs when the body is extended over the load. Also, twisting in the position invites injury. Keep your back upright to shift weight on the powerful leg muscles. *Size up the load before you lift – If it looks heavy, it probably is!*

WHEEL CHAIR TRANSPORTATION

- If the patient needs assistance to transfer into the chair alert nursing staff. <u>Volunteers never</u> initiate transfers.
- Be sure that the patient's hands are in his/her lap and feet are on the footrests.
- Always back the wheelchair on and off the elevator.
- Alert nursing any time a patient is being taken from his/her nursing unit and when he/she is returned.
- Always put the wheelchair's brakes on as soon as the destination has been reached.
- Use caution at corners and doorways.
- In the patient's room, apply the wheelchair brakes after you have positioned the patient's chair sufficiently close to the bed to allow the patient to reach the nurse call button and the telephone.

PROBLEMS AND SOLUTIONS FOR VOLUNTEERS HELPING WITH PATIENTS CONFINED TO WHEELCHAIRS

- If a patient's paralyzed arm falls into the wheel or over the side of the chair put the arm into the patient's lap or onto the lapboard by supporting it at the elbow and the wrist.
- If the patient's paralyzed foot falls off the leg rest and curls under the chair put the leg back onto the leg rest; support it by the heel and under the knee. If there is no leg rest, notify the nurse.
- If rounding a corner, you hit the patient's elbow on the wall report the accident immediately to your supervisor. In the future, move more slowly and take wider turns.
- If a patient is struggling to make a turn and is bumping into the wall or doorframe offer your help to correct the situation. If the patient accepts your offer, do not provide too much help. Remember our wheelchair bound patients are entitled to their dignity.
- If you cannot get the wheelchair over a doorsill try to slowly back over the bump.
- When getting a patient in and out of an elevator, always back the wheelchair in and out of an elevator.

BENEFITS

Volunteer benefits include the following:

- Recognition of volunteers during the annual National Volunteer Week as an expression of appreciation for their contributions.
- Initial and annual Tuberculosis screening and interpretation.
- Letter of service after 75 hours upon request.
- Use of the Resource Center.

- A choice of a meal card, parking coupon or MTA tokens.
- Free flu shot.
- Fellowship and camaraderie.



School of Medicine

Suite 147 Broadway Research Building 733 N. Broadway Baltimore MD 21205-2196 410-955-3080 / Fax 410-955-0826

Office of the Dean / Registrar

March 1, 2007

Ms. Nicole Swann Assistant Director Department of Patient and Visitor Services Carnegie 173 Johns Hopkins Hospital

Dear Nicole:

Please be advised that effective April 1, 2007, the School of Medicine will no longer support parking, MTA tokens, and meal tickets for School of Medicine research volunteers.

When the Volunteer Office assumed the administrative responsibility for enrolling research volunteers we were unaware that patient volunteer benefits were extended to the research volunteers. Benefits were not provided to research volunteers when their administrative registration was through the School of Medicine.

By announcing this change a full month in advance of implementation you will have sufficient time to notify the affected volunteers.

If a department wishes to provide benefits to their research volunteers they can contact the appropriate office to purchase the benefits.

Mary E. Foy

Sincerely

Associate Dean/Registrar

MEF/jw