

## 1: Applications Open for Chance for Childhood's Challenge Fund!

*Challenge & Innovation (Social Aspects of AIDS) [Mary Boulton] on www.enganchecubano.com \*FREE\* shipping on qualifying offers. First published in Routledge is an imprint of Taylor & Francis, an informa company.*

Abstract Introduction Applying Design Thinking to health care could enhance innovation, efficiency, and effectiveness by increasing focus on patient and provider needs. The objective of this review is to determine how Design Thinking has been used in health care and whether it is effective. Data were collected on target users, health conditions, intervention, Design Thinking approach, study design or sample, and health outcomes. Studies were categorized as being successful all outcomes improved, having mixed success at least one outcome improved, or being not successful no outcomes improved. Results Twenty-four studies using Design Thinking were included across 19 physical health conditions, 2 mental health conditions, and 3 systems processes. Twelve were successful, 11 reported mixed success, and one was not successful. All 4 studies comparing Design Thinking interventions to traditional interventions showed greater satisfaction, usability, and effectiveness. Conclusion Design Thinking is being used in varied health care settings and conditions, although application varies. Design Thinking may result in usable, acceptable, and effective interventions, although there are methodological and quality limitations. More research is needed, including studies to isolate critical components of Design Thinking and compare Design Thinking-based interventions with traditionally developed interventions. Top Introduction Health care systems require continuous innovation to meet the needs of patients and providers 1,2. However, these stakeholders are not always considered when new interventions or system processes are designed, which results in products that remain unused because they do not account for human context, need, or fallibility 3,4. This approach also likely contributes to the decades-long gaps between intervention development and implementation 5. Design Thinking offers a way to close that gap by helping investigators incorporate user needs and feedback throughout the development process. It is an iterative process, with innovation emerging only after cycling through several rounds of ideation, prototyping, and testing, which distinguishes it from the traditional linear and often top-down approach to health intervention design Figure 1 1,2,4. Design Thinking has been used across sectors to solve complex problems, including the redesign of an elementary school curriculum to enhance student engagement 7, and in domains such as aviation 8 that, like health care, have high levels of risk. Design Thinking process, stages of design thinking and examples of exercises used and questions asked in each stage, systematic review on Design Thinking in health care, search results through March 31, However, health care settings present different challenges than do other domains, so it is important to consider these challenges in assessing whether Design Thinking provides added benefit over traditional approaches. To provide an overview of the range of uses of the Design Thinking approach, we did not limit our review to specific populations or conditions and included articles addressing multiple health promotion and disease prevention topics. Given the search terms, the likely target populations for inclusion were patients and health care professionals and the settings in which they work or seek care. Study selection We reviewed selected articles using PRISMA guidelines 10,11 and entered citations into a reference manager, which removed duplicates. To be eligible for inclusion, studies had to be written in English, be published in a peer-reviewed journal, provide outcome data on a health-related intervention, and use Design Thinking in intervention development, implementation or both. There are multiple definitions of Design Thinking, so we focused on the key principles common to most descriptions of the approach; thus, the list of Design Thinking approaches is not exhaustive. Prototyping included activities such as creating a series of low-fidelity and high-fidelity prototypes of the potential innovation and refining it multiple times through iterative cycles of feedback from end users, stakeholders, and experts. Testing the intervention with target users included implementing and testing the innovation while continuing to refine it on the basis of user feedback and data 1,2,4. Design Thinking is also similar to other techniques, such as plan-do-study-act cycles and formative evaluations. We

considered the emphasis on empathizing with the user and the use of low-fidelity prototyping to be key distinguishing features of Design Thinking, so only articles that explicitly indicate their use of these approaches were included. Initial screening was completed for all selected abstracts, and a second round of screening was completed on eligible full-text articles. Data abstraction Data were collected on target users, health conditions, objective of the intervention, details on the Design Thinking process, study design and sample, and reported health outcomes. If information was not reported in the article, we contacted the study authors. Studies were also evaluated to determine whether the intervention improved all targeted outcomes successful , at least one targeted outcome mixed success , or no targeted outcomes not successful. After the initial search, the authors separately screened all abstracts based on the eligibility criteria. Any abstracts or articles for which there was disagreement or uncertainty were reviewed by 2 authors and discussed until consensus was reached. A total of 26 papers representing 24 interventions were included in the analysis. Two authors reviewed all included studies. Eleven studies were successful 13<sup>25</sup> , 12 reported mixed success 26<sup>37</sup> , and one reported no success 38 Table 1 and Table 2. Sample sizes of included studies ranged from 12 to , but most studies were small; 14 studies had fewer than 40 participants. All studies used Design Thinking methodology in intervention development, and 3 also used it for implementation 16,20,25,43 The 24 included interventions targeted a range of conditions, including 19 related to physical health 17 unique conditions , 2 related to mental health, and 3 related to systems processes. Approximately two-thirds of the interventions were mobile telephone<sup>€</sup>-based or tablet-based. Five interventions were successful: One, a pilot RCT, was not successful Of the RCTs and pilot RCTs reviewed, one demonstrated success on all outcomes 15,40 , 3 showed mixed success 27<sup>29,39,41</sup> , and one reported no enduring significant results 38, Summary of studies directly testing Design Thinking methodology Four studies directly compared interventions created with Design Thinking to interventions created with traditional methods. The Design Thinking intervention resulted in improved detection of changes in patient states and greater ease of use, usefulness, satisfaction, and support of understanding, but no differences in workload for nurses Another study using an experimental crossover design compared 2 computer interfaces designed to display drug interaction alerts, one developed using Design Thinking and one using traditional software 17, Whereas the design of the traditional software was not described, the traditional display included only basic text information. In this study, users ICU nurses were more efficient and effective, and reported higher satisfaction with the Design Thinking interface. Another study using a quasi-experimental crossover design used Design Thinking to develop an application to guide clinicians in detecting and scoring the severity of graft versus host disease GvHD When compared with paper-based NIH guidelines, users of the application app significantly improved diagnostic and scoring accuracy. A final study compared a Design Thinking<sup>€</sup>-based app that provided nurses with information about antibiotic use with regular information sources which were not described In the randomized portion of this study, nurses using the app found information on antibiotic use more quickly; however, the app did not enhance their ability to improve antibiotic-related behaviors. Only 7 participants were included in the randomized portion of the study. Whereas the development of the control intervention was not fully described in these papers, based on the limited descriptions given, it is likely that it did not include key elements of Design Thinking such as user feedback and prototyping. It has been applied across a range of diverse patient populations and conditions, including chronic obstructive pulmonary disease 28,34 , diabetes 34,47 , caregiver stress 27 , and posttraumatic stress disorder It also has been applied to systems process changes, such as nursing handoffs 16 and drug<sup>€</sup>-drug interaction alerts 17, Results also demonstrate that, although it is often applied to electronic interventions, Design Thinking is feasible for use in other modalities eg, on paper, in person. Initial results of the interventions included in this review are promising; all but one demonstrated positive effects on at least one identified outcome, and half showed positive effects on all measured outcomes. In addition, in the studies that directly compared the Design Thinking intervention with a traditional intervention, the Design Thinking intervention generally demonstrated improved outcomes and higher usability and satisfaction. However, none of these studies were RCTs with

large sample sizes. Furthermore, most studies included were poor or fair quality, with only 2 being considered good quality. Importantly, the criteria used to assess quality were based on traditional research approaches, and many of the features of poor-quality studies were included by design; some had small sample sizes to generate insights and to test assumptions rapidly, and some were pilot studies. This feature of Design Thinking also may account for the limited use of large RCTs; however, this poses a challenge when evaluating the effectiveness of the approach. More work in this area using more rigorous methods and larger samples is critical to fully understanding the benefits of Design Thinking. Design Thinking methods varied among the studies reviewed. For example, only 6 studies conducted contextual observations of users during the needs assessment phase, no studies reported a brainstorming stage, 10 studies did not use low-fidelity prototypes, and some reported a small number of iterations eg, one mixed-success trial had 4 intervention iterations, but only 2 iterations were evaluated with target users [27]. Using more thorough and structured Design Thinking methodology may have resulted in more consistent and enhanced outcomes. At the same time, Design Thinking is meant to be flexibly applied. Future work should balance that flexibility with the potential benefits of a more systematic approach. Our results suggest that one area where Design Thinking could be especially useful is in designing interventions for underserved populations whose needs may be overlooked by other approaches. For example, the study of a mobile health tool for detecting and managing cardiovascular disease in rural India required significant feedback from the end users “minimally trained health workers” to ensure that the intervention was suited to their level of technological familiarity as well as the inconsistent technical infrastructure eg, creating a one-touch navigation system Using Design Thinking allowed the multidisciplinary team to question assumptions and biases and develop an intervention that was successful, acceptable, and feasible to the actual users, an outcome that may not have been possible using traditional methods Another study evaluated the impact of an education tool to enhance long-acting contraceptive use in a clinic serving mostly African American patients who were included early in the usability testing process to ensure the tool met their needs. In this way, Design Thinking could also pair well with other approaches that prioritize the inclusion of users in service of reducing health disparities, such as community-based participatory research Tensions when using Design Thinking in health care In their text and through our analysis, the studies included in this review show several challenges to consider when applying Design Thinking to health care. First, there is the possibility of tension between what users want and what providers and researchers believe to be beneficial based on research and expertise Second, tension may exist between the needs assessment, a fundamental step of Design Thinking, and existing literature and evidence base for some conditions. That is, given the evidence, intervention developers may not be willing or see it necessary to conduct their own needs assessment using observation or interview strategies or to brainstorm creative solutions. Indeed, 7 of the studies included in this review reported literature reviews, and possibly expert consultation, as their only needs assessment steps, and none reported brainstorming. One way to overcome this tension is to view evidence as a set of design constraints in which needs assessment, brainstorming, ideation, and prototyping should occur. A third possible tension relates to balancing the Design Thinking approach of understanding the narrative of outliers with traditional health research methods that prioritize statistics on large samples to produce generalizable results. Conclusions drawn from small user samples should be tested in broader populations to ensure their applicability. Mixed-methods approaches that use both strategies may reduce this tension. For example, a research team that uses a qualitative Design Thinking approach early in the research process eg, user observations, focus groups, and usability tests with small groups of target users may be able to generate insights into the key needs of the target population. This approach may also find ways to address these needs, and subsequent quantitative testing of the developed interventions in broader samples will allow the group to evaluate whether their assumptions generalize to the broader population, and the intervention will be more effective as a result. Fourth, there is inherent tension between a central philosophy of the prototyping process in Design Thinking “to rapidly move through low-fidelity then high-fidelity iterations to fail early and often to more quickly reach a better design” and the risk of serious negative

outcomes due to health care failures eg, death. Many of the studies did not use low-fidelity prototyping or multiple rapid iterations, perhaps because of this tension. However, although there may be some reluctance to experiment with low-fidelity prototypes in health care where morbidity and mortality are at stake, there are low-stakes approaches to low-fidelity prototyping that may minimize risk and improve the pace of innovation eg, storyboards to illustrate a new clinic process. Intervention development and implementation: Only 3 of the included interventions addressed implementation, but this limited implementation provides insights. For example, in designing a new process for facilitating nurse handoffs between shifts, Lin and colleagues conducted an extensive 6-month intervention development design process that was user-focused and empathic and had rapid iteration in pilot sites. However, despite this strong preliminary work, the intervention was not readily accepted when implemented in other clinics. As a participant stated: After the concepts had been co-developed and field tested with our pilot units. Surprisingly, our approach to the training resulted in criticism and created skepticism [at other clinics]. To overcome this tension, the team involved additional stakeholders to develop a more user-centered process for the implementation of their Design Thinking innovation, after which they successfully implemented the innovation across nursing units in 14 hospitals over 2 years. This study highlights the importance of understanding the context of the setting and users, both when developing and implementing an intervention using a Design Thinking approach. It should also be noted that this process required significant time and energy from stakeholders. What we did was fantastic. This study highlights the importance of staying true to the user-centered nature of Design Thinking throughout the process “ from development to implementation ” to maximize implementation success.

**2: Design Thinking in Health Care**

*Books by Boulton, Early Years, Business Policy Art Strategic, Miniatures pour vitrines et maisons de poupées, CHALLENGE & INNOVATION CL (S/N) (Social Aspects of Aids Series).*

As we come now to the final months of the Brexit negotiations we are arriving, at last, at the moment of truth. It is not just that we must decide what kind of relationship we want with the EU. We must decide who we are – whether we really believe in the importance of our democratic institutions. We must decide whether we have the guts to fulfil the instruction of the people – to leave the EU and truly take back control of our laws and our lives. The next few weeks are critical. If we continue on the current path we will, I am afraid, betray centuries of progress. From the development of parliamentary democracy to the industrial revolution the British have been first movers. They have been most willing to challenge received wisdom, to expose vested interests and to put their leaders to the test. So in June it was no surprise that they voted to leave the EU - because they had a clear insight into the way that institution works and its manifest flaws. The British were told that it was politically essential for them to stay in the EU; and yet they saw an institution that responds to every problem with a call for more integration – to the point where it now has five presidents and plans for at least one of them to be directly elected by the entire population of the EU, hardly any of whom will properly understand who that person is or what he or she is doing. In voting to leave, the British showed good judgment about the EU – but also about themselves. They instinctively understood the connection between British political liberty and economic progress, and they saw in a globalised economy how the UK might have a glorious future. This was the chance, they decided, to take back control of their immigration system – so that the UK could attract the right mix of talent from abroad, and so that British business would no longer have an excuse not to invest either in the skills of young people or in capital equipment. This was the moment to take back control of the enormous sums given every week to the EU, and to spend them on British priorities such as the NHS. It was the time to take back control above all of their democracy – to ensure that laws were not only made in the interests of UK people and business, and to support UK innovation, but that the British people would be able once again to remove their lawmakers from power in the normal democratic way. The polls have shown that it was not immigration, but a concern about national self-determination, that was the single most important consideration that encouraged people to vote leave. In short, they saw a choice between an outdated and sclerotic EU, and the chance to do things differently; between remaining inside – always protesting, and always being carried along by the federalising process – and seizing the opportunities of a changing economy and doing new free trade deals around the world. They voted for freedom. It must be admitted, alas, that at this rate their hopes will not be fulfilled. It is widely accepted that the UK is now in a weak position in the Brexit negotiations. The Chequers proposals are deservedly unpopular with the UK electorate and have at least formally been rejected by our EU friends. If we are to make a success of the talks, we must first understand how we have arrived at this position. Ministers and officials were still very much influenced by the logic of Project Fear – which in many cases they had themselves promulgated in the course of the Referendum campaign. They had claimed that there would be huge disruption – and they found it difficult once in office to jettison those claims. The result was that from the very beginning the British government exuded a conspicuous infirmity of purpose – a reluctance to take any kind of action to deliver the single most important requirement of Brexit. This basic nervousness was soon detected by our partners, both in Brussels and most importantly in Dublin. They realised that some of the most important voices in the UK government – notably the Treasury – retained their pre-referendum antipathy to a real Brexit. In particular they saw that the UK did not have the political will to devise and push hard for the technical solutions to deliver an unobtrusive soft customs border in Northern Ireland. Instead the EU negotiators realised that they had a path to eventual victory in the negotiations. They offered a different solution: This of course evoked the spectre of a border in the Irish Sea, and a threat therefore to the Union between Great

Britain and Northern Ireland. That is exactly what has happened. Such is the intellectual route by which we have stumbled and collapsed first into the Dec 8 Northern Irish backstop, and now into the Chequers proposals. It was a further symptom of the utter lack of conviction with which the UK embarked on these talks that we so meekly accepted the sequencing proposed by the EU. Then there was the election. It certainly did not help that the Government weakened itself greatly not just at home but in the eyes of our partners by this serious strategic mistake, that cost the Conservatives a majority. As Britain has run out of time, the initiative has been transferred to our counterparts on the other side of the table, and “disgracefully” no proper preparations have been made for leaving on WTO terms. And if for some reason the negotiations on the future trade agreement break down altogether we have additionally agreed to remain in the customs union indefinitely, for the sake of the Irish border “so making Brexit meaningless. That is a pretty invertebrate performance. There has been a collective failure of government, and a collapse of will by the British establishment, to deliver on the mandate of the people. It is true that the EU has conducted the negotiations as though dealing with an adversary rather than a friendly country that simply wants to govern itself. It is this failure either to see or to defend our own national interest that has led to the Chequers proposals and the current crisis. As I set out in my resignation speech on July 18, these proposals would oblige the UK to continue to accept EU rules, regulations and taxes across a wide spectrum of government activity, but with absolutely no say on those laws. Such enforced vassalage should be unacceptable to any democratic country, let alone a two trillion pound economy with a venerable parliamentary history. If we go ahead with Chequers, we will be exposing the entire UK economy to regulations that may be expressly designed “and at the behest of continental competitors “to make life difficult for UK entrepreneurs and innovators. What are British politicians supposed to tell employees who lose their jobs in such firms, when it is this government that has deliberately abandoned the right to defend them? Under the Chequers proposals free trade deals are made doubly difficult: If we go ahead with Chequers and its Heath Robinson Facilitated Customs Arrangement, we will be agreeing to enforce EU tariffs and duties at our borders. That means in a very practical sense that we will fail to take back control of our borders “and thus cheat the electorate of a major promise at the referendum. Why should they, after all? It is already a ridiculous feature of the Chequers proposals that we would require all UK businesses importing goods that attract the UK-only tariffs to prove that such goods have been consumed in the UK. It is almost insane to imagine that the UK will be able to persuade the 27 to impose an extra and hitherto undreamt-of new bureaucratic burden on every customs officer in the EU. If there is any magical thinking anywhere in this negotiation, it is surely here. Indeed it is obvious to anyone with any understanding of trading arrangements that the customs aspects of Chequers could only work if Britain drops all pretence of an independent trade policy “and collapses back into the customs union. No one would wish to see any reduction of standards or protections, or to waste public money in supporting unviable businesses, but it is deeply troubling that we would be signing away forever the right of Parliament to legislate in these areas in any way that the EU “not our own Parliament - deems to be regressive or unsatisfactory. Overall, the Chequers proposals represent the intellectual error of believing that we can be half-in, half-out: They are in that sense a democratic disaster. The Chequers proposals are the worst of both worlds. They are a moral and intellectual humiliation for this country. It is almost incredible that after two years this should be the opening bid of the British government. Britain should seek the same freedoms and opportunities in its relations with the EU as any other independent and democratic country. That means the right to make our own laws, in the interests of our own economy; the right to control our own trade policy; and the right to represent ourselves again in those international forums where we have increasingly been vacating our place for the EU. There is nothing extreme about such an ambition. It is the international norm. Of course we should not forget the reality that we have been EU members for 45 years, and that we are a spiritually and historically European country. But it must be one of legal equals. That is why the heart of the new relationship should not be Chequers, but a free trade agreement at least as deep as the one the EU has recently concluded with Canada. The outlines of such a deal are clear, and it has the huge advantage “over Chequers “that it is a deal our

partners would understand and respect: And it should be easy to draw up Mutual Recognition Agreements covering UK and EU regulations now and in the future – since we all want high standards, and we will all insist on proper protections for consumers. There is plenty of evidence from around the world that complex supply chains can operate with high efficiency in spite of customs controls. It should also include provisions for close collaboration on competition and state aid rules, though these should not go as far as the Chequers proposal that we should enforce the EU rulebook on state aids. There should be the maximum possible mutual recognition of qualifications. These are areas where the UK brings much to the table, and with care they need not involve the legal subjugation, notably to the European Court of Justice, that is so damaging in the economic relationship proposed by Chequers. The answer – so we are constantly told – is that such a deal is impractical because it would impose a new customs border between Northern Ireland and Ireland or somehow be contrary to the Belfast Agreement. It should be noted first of all that there already is a border. Many rules are different on either side of that border, whether we are talking of currencies, excise duties, VAT, personal taxation, consumer protection, and many others. In so far as these differences set up opportunities for arbitrage or criminality, those problems are already managed by both jurisdictions – but away from the border. Jon Thompson, the head of HMRC, has been absolutely emphatic that there is no need for any new physical controls of any kind or under any circumstances at the border; a point that has been echoed by the head of the Irish Revenue. The UK of course accepts that the EU will insist on ensuring the integrity of the Single Market, and that some extra procedures will of course be needed – but to the extent that these are unavoidable, they can be carried out away from the border; as they are, very largely, today. These processes can be strengthened by using the existing trusted trader schemes and by a sensible and pragmatic attitude to very local trade. They would be fully compatible with the Belfast Agreement. Opponents of Brexit frequently try to paint such arrangements as complicated or highly unusual by international standards. Indeed it is well known that for a year or so after the referendum the UK and Irish Governments were beginning to negotiate a facilitated border on these lines, until the EU and Ireland changed their approach during . What is true is that this border will look different to other borders around the world. That is inevitable, given the history and the sensitivities involved. But arrangements that make it work are perfectly possible and practical, and the experience for businesses using the border can be smooth and hassle-free. Is the EU really so dogmatic about the need for checks to take place at the Irish border – when those checks are simply not necessary - that they would throw away the chance of a giant free trade deal with Britain, in a lost opportunity that would damage Ireland more than any other EU country? After two years of dither and delay the UK finds itself coming up hard against the deadline of March 29 next year, by which we must leave the EU. If we had started off with conviction and confidence we could certainly have negotiated a SuperCanada deal in the time available, but the abortive election and the endless disputations about the Irish backstop mean that we have blown that chance. That means that we will need the Withdrawal Agreement, which contains it – but it cannot be the draft Agreement as we currently have it. Here is what we should do: That means we will need a different Withdrawal Agreement, stating that the Irish border question will be settled as part of the deal on the future economic arrangements, and that both sides are committed to avoiding a hard border. I recognise that this would be a difficult step, given the diplomatic energy squandered on the backstop, but it cannot be acceptable that the constitution of the UK should be held to ransom in this way, or the Belfast Agreement subverted in the manner proposed by the EU. This is a vital part of the package. It makes no sense whatever to embark on a so-called Blind Brexit, whereby we sign a withdrawal agreement, but without specifying yet again what kind of future economic relationship we want. We would be abandoning our principal leverage in the talks. That will mean investing in the requisite technology, people and infrastructure, and we should get on with it and stop pussy-footing around. Of course such preparations should also be taking place among the rest of the EU, but we cannot expect them to have any sense of urgency when they see no activity on this side of the Channel. We need therefore to accelerate the work now belatedly being done across government to prepare for a breakdown in the talks.

**3: Medication - Wikipedia**

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As a result of decades of advocacy and self-advocacy, today people with disabilities have a legal right to be included in their communities. However, that right is bumping up against limitations in the systems of services and supports necessary to meet the needs of a growing population of individuals with disabilities. In this Impact we examine some of the workforce problems in our long-term care system and their consequences for people with disabilities, the direct support workforce, families, provider agencies, and communities. We look at creative, bold actions being taken around the country to address those problems. And we look at ways to be a collective force for change and ensure that quality supports are there for people with disabilities in all our communities. Vicki Gaylord Issue Editors: The views expressed are those of the authors and do not necessarily reflect the views of the Institute, Center or University. The content does not necessarily represent the policy of the US Department of Health and Human Services, and endorsement by the Federal Government should not be assumed. For print copies contact: Impact is available in alternate formats upon request. The University of Minnesota is an equal opportunity employer and educator. Start a free subscription to Impact. She may be reached at hewit umn. He may be reached at jmacbeth nadsp. She may be reached at bmerrill ancor. She may be reached at kleis umn. Around the country people are pushing for changes that address the direct support workforce crisis. Among them are those rallying in New York City pictured here. Photo courtesy of BFair2DirectCare. Increasingly these supports are provided inside the individual or family home, allowing other family members to work and have respite from their daily caregiving. Individuals with IDD and their families rely heavily on the direct support workforce to be reliable, stable, and competent. The reality is that significant challenges remain in finding, keeping, and training DSPs who support persons with IDD, and these challenges are often labeled a "crisis" have plagued this industry since the inception of community services. A year crisis is not a crisis; it is a systematic and pervasive failure in the long-term services and supports system in the United States that has created a public health crisis. This failure is rooted in the tacit acceptance that, although not ideal, intense competition for public funding seems to translate to a relatively low-wage workforce and "adequate" services for people with disabilities. That acceptance must be challenged and labeled as what it is: The Direct Support Workforce Direct Support Professionals are the paid staff who support individuals with IDD to live their lives and enjoy the same opportunities and experiences as people without disabilities. DSPs support people in whatever ways they need to enhance inclusion and independence. Most employers use the occupational title of Direct Support Professional, yet many DSPs may have different titles including direct support specialist, personal care assistant, habilitation specialist, job coach, residential counselor, family care provider, personal assistant, and others. Nearly one-fourth of the direct support workforce was born in a country other than the U. In there were roughly 4. Given the range and variation of job titles assigned to DSPs who work for people with an IDD, some may be miscounted, undercounted or not included in the current BLS classification. Based on estimates from state-specific studies reporting the number of people who receive services and staffing ratios it is possible to make reasonable estimates of the size of the DSP workforce that specifically supports people with IDD. Recent estimates suggest that in there were about , full-time equivalent FTE DSP positions dedicated to providing assistance to 1. In order to be able to sustain services at the current levels, given current turnover rates, every year , new DSPs need to be hired into the workforce. To provide services to the approximately , people with IDD on waiting lists, an additional , new DSPs would need to be hired. Given the high growth and demand in need for long-term services and supports, the persistent turnover rates, and a strong U. They provide support that promotes informed decision making, understanding risk, exercising rights and choices empowering people by teaching, modeling, and supporting them in all aspects of life. DSPs implement support for health and

wellness routines such as dispensing medications and implementing significant treatments and medical interventions. DSPs assist at medical appointments where they support people with IDD to communicate and interact with a variety of medical professionals about health-related issues. Effective DSPs must monitor for emerging signs and symptoms of illness or disease, and be attentive and energetic in promoting healthy lifestyles. On a daily basis, many DSPs provide assistance for all types of daily living skills, and support the use of assistive technology devices for communication and mobility. Aside from residential supports, DSPs help people find and keep jobs. Of critical importance, DSPs support people by promoting healthy relationships with family, friends, and co-workers. They get people socially connected and support them to participate in social and spiritual activities, education, cultural events, and community functions. The direct support job is highly complex and requires sound judgment and significant skills that include independent problem-solving, decision-making, behavioral assessment, crisis prevention and intervention, and communication. Many DSPs are often isolated, without co-workers, supervisors or clinical professionals on-site to provide assistance or guidance. DSPs are interdisciplinary professionals because their job duties resemble many tasks typically completed by teachers, nurses, allied health professionals, social workers, counselors, and others.

**Pervasive Workforce Challenges** The direct support workforce is large and is one of the highest-demand and anticipated growth areas in the U. Expansion of this workforce is not possible without significant improvements in how they are recruited, on-boarded, and developed. Low wages, unaffordable benefits, limited training and development, and lack of career advancement opportunities make this work undesirable for many people. These challenges impact individuals, families, and community providers who are finding it increasingly difficult, if not impossible, to find and keep high quality employees. This workforce has actually seen their wages decline over time when wages are adjusted for inflation PHI, Many organizations provide health insurance to employees, but it is far too common that DSPs do not utilize what is offered because they cannot afford the premiums. Most organizations offer paid time off to full-time DSPs, but often part-time workers have no paid benefits. Unacceptably low wages and limited benefits result in recruitment and retention challenges for organizations who hire DSPs. Across all industries, the national average separation turnover rate is 3. Using a conservative number, the costs associated with turnover are substantial. Most do not come to their jobs with the knowledge, skills, and attitudes required of their roles. Federal regulations are largely silent about the preservice and in-service training required for DSPs to provide quality community support to people with IDD. At a state level it is often common that employers are required to provide a minimal number of preservice training hours around 40 that focus on topics or basic skills that must be taught within a certain number of hours post-hire e. Rarely is engaging, interactive, competency-based training required or expected. Yet, we know far too well that research-based knowledge, sophisticated skills, and high ethical standards are required of DSPs to be effective in their jobs. Over the past several decades many sets of national and state DSP-specific competencies have been identified and refined. Within this framework the direct support workforce was identified as a key quality domain including a focus on the following: An increasing number of states are paying attention to the need to know more about their direct support workforce. As a result, National Core Indicators NCI created a staff stability survey, which is currently being used in 20 states and the District of Columbia, and obtains information about turnover and vacancy rates as predictors of individual outcomes NCI, Heavy Consequences The ongoing systemic and pervasive failures in the long-term services and supports system have created heavy consequences for DSPs, individuals with IDD, families, organizations, and businesses, including the following: High turnover rates result in many DSPs being overworked, tired, and more prone to making mistakes. That coupled with the economic stresses of their employment can undermine the willingness of DSPs to remain in their jobs. Many DSPs are able to stay in the direct support workforce because they are willing to work two or three jobs and 80 hours a week to have enough income to support their families. Low wages often correlate with low value, respect, and status. DSP wages are so low and their accountability so high, that far too often good people leave a highly skilled profession they love. The health, safety and well-being of people with IDD is at risk daily

because of the workforce problems. Signs and symptoms of illness are missed, opportunities for community participation are lost, and people with an IDD have few choices other than congregate models, such as group homes or sheltered work settings, because community staffing is unstable. Having skilled, committed, and known direct support providers is critical for family members to maintain employment and engage in their own community life. More than half of parents interviewed reported major career concessions e. Family members report they find it challenging to get any respite and this causes stress, health issues, burnout and, ultimately, added societal costs. The costs and wasted resources associated with high DSP turnover over decades has resulted in serious consequences for providers. This sustained turnover rate alone is debilitating; when coupled with low unemployment rates across industries since the Great Recession, organizations simply cannot find enough qualified individuals to fill positions. The limited candidate pool, and greater competition from other businesses and industries that pay better wages, have resulted in organizations being forced to consider applicants they would not have previously hired. This "lowering of the bar" results in less dependability among DSPs, and an increase in unacceptable workplace behavior among some employees e. Conclusion Solutions to the direct support workforce crisis are critical to ensuring that people with IDD can live, work, and contribute in their communities. Such solutions are also important because of the significant economic implications. There are many examples of promising practices that, if taken to scale throughout the U. Such solutions have the potential to promote job growth and development by filling critical vacancies and supporting growth in this industry. They will bring about greater use of public resources through cost-effective savings created by reducing the costs associated with high turnover. Lastly and most importantly, finding solutions will improve the quality of supports and services for people with IDD and increase their full participation in community life. These much needed solutions will not be easy and will most certainly require enormous amounts of focused advocacy and energy by people with IDD, families, allies, and advocates. But, the time for acceptance of constant crisis and a flawed system has passed. We need to boldly force solutions now! DD Data Brief, 4 1. University of Minnesota, Institute on Community Integration. Direct support workforce supporting individuals with IDD: Current wages, benefits, and stability. Intellectual and Developmental Disabilities, Residential services and developmental disabilities in the United States: A national survey of staff compensation, turnover and related issues. American Association on Mental Retardation. Department of Labor , May.

**4: Impact | Winter/Spring Volume 31, Number 1**

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Did you see Timothy today? We spent the morning running around to the various rides. Did anything interesting happen? Around noon we sat down at an outdoor bar and drank margaritas. After we ate, I began to feel quite faint. The combination of the sun, alcohol, and exhaustion from the walking must have dehydrated me. Tim helped carry me out of the park. We schlepped our bags through security, and we ate dinner at the bar of some Mexican restaurant in silence. Tim watched the basketball game while I read my book. Tim finally broke the silence, and suggested we address the elephant in the room. I asked him if his feelings had changed since last night, or if he wanted to try to make it work. I told him that as deeply as I care for him, he deserves to be with someone he is crazy for, and I deserve to be with someone who is crazy for me. He agreed, and he said it would be better to end things now before he could screw things up even more. We boarded the plane, and I cuddled up in the window seat with a blanket and pillow. I downed a few miniature bottles of red wine to drown my sadness, and I finished the last chapter of my book. Did you learn anything new about Timothy? What does it even mean to love someone? It seems almost impossible to universally define such a complex state of mind since we all experience life so uniquely. I guess love is something you just have to experience and define for yourself. Someone I trust, respect, and share experiences with. Someone I can be my kind of weird with. While this has certainly been the most unconventional romantic relationship of my life, Tim fits into all those categories. Did you learn anything new about yourself? I have so much respect for Walt Disney. Both were complicated and obsessive, layered with many personal issues, and were extraordinarily creative visionaries who ran successful companies. What I respect most about both of these men is not their ability to come up with numerous ideas, but to recognize which ones were worth pursuing, and to persevere through challenges and realize them. Like Steve Jobs said: We waited in line for a cab at the JFK taxi stand. At the beginning of the wait, Tim professed his hatred for Disney World. By the end of the line he professed his love for it. It is interesting to me how we can so easily shift between love and hate. Our moods and emotions and feelings can change from day to day, minute to minute. Our relationship with Disney World, like each other, was deeply conflicted and complicated. We are so wrong for each other in so many ways, and so right for each other in many other ways. There were days Tim overwhelmed me and drove me nuts with his inability to make decisions and his constant need to exert control. Yet there were many other days filled with smiles, silliness, love, and laughter. We both learned a tremendous amount about each other and about ourselves. The experiment forced me to reevaluate my lifestyle and what I want in the future. I am already happier, healthier, and more relaxed than I was 20 days ago. I was telling my friend about it, and he wrote me a nice message. Is there anything that you want to do differently? This experiment has made me extremely self-aware and confident in who I am, what I want, and what I am looking for. That being said, there is no rush, and I want to take some time to myself after this. I want to focus on my work, friends, and family. We shared the cab ride home together. The driver dropped Tim off at his apartment first. We looked at the clock and realized it was We laughed at the irony. Tim jumped out of the cab, and grabbed something out of his luggage. He handed me a square package. He gave it back to me with illustrations of 40 things he likes about me. It was one of the sweetest and most thoughtful gifts anyone has ever given to me. And as if we were in some sort of twisted fairytale, he left me at the stroke of midnight with the gift and a goodbye kiss.

**5: Educational technology - Wikipedia**

*Hiv/Aids: Loss, Grief, Challenge And Hope (Social Aspects of AIDS) [Mary O'Donnell] on www.enganchecubano.com \*FREE\* shipping on qualifying offers. First published in Routledge is an imprint of Taylor & Francis, an informa company.*

Prescription drug prices in the United States In the United States, drug costs are unregulated, but instead are the result of negotiations between drug companies and insurance companies. Patients often take the medicines for long periods. This was ascribed to the fact that every new drug competes in effectiveness with every other drugs known so far, other economic factors and ever-tightening regulations. History of pharmacy Prescription drug history[ edit ] Antibiotics first arrived on the medical scene in thanks to Gerhard Domagk; [24] and were coined the "wonder drugs". The introduction of the sulfa drugs led to the mortality rate from pneumonia in the U. Penicillin, introduced a few years later, provided a broader spectrum of activity compared to sulfa drugs and reduced side effects. Streptomycin, found in , proved to be the first drug effective against the cause of tuberculosis and also came to be the best known of a long series of important antibiotics. A second generation of antibiotics was introduced in the s: Aureomycin was the best known of the second generation. Lithium was discovered in the 19th century for nervous disorders and its possible mood-stabilizing or prophylactic effect; it was cheap and easily produced. As lithium fell out of favor in France, valpromide came into play. This antibiotic was the origin of the drug that eventually created the mood stabilizer category. Valpromide had distinct psychotropic effects that were of benefit in both the treatment of acute manic states and in the maintenance treatment of manic depression illness. Psychotropics can either be sedative or stimulant; sedatives aim at damping down the extremes of behavior. Stimulants aim at restoring normality by increasing tone. Soon arose the notion of a tranquilizer which was quite different from any sedative or stimulant. The term tranquilizer took over the notions of sedatives and became the dominant term in the West through the s. In Japan, during this time, the term tranquilizer produced the notion of a psyche-stabilizer and the term mood stabilizer vanished. HRT is not a life-saving drug, nor does it cure any disease. Doctors prescribe estrogen for their older female patients both to treat short-term menopausal symptoms and to prevent long-term diseases. In the s and early s more and more physicians began to prescribe estrogen for their female patients. Oral contraceptives inhibit ovulation and so prevent conception. Enovid was known to be much more effective than alternatives including the condom and the diaphragm. As early as , oral contraceptives were available in several different strengths by every manufacturer. In the s and s an increasing number of options arose including, most recently, a new delivery system for the oral contraceptive via a transdermal patch. In , a new version of the Pill was introduced, known as the "biphasic" pill. By , a new triphasic pill was approved. Physicians began to think of the Pill as an excellent means of birth control for young women. Ritalin was first marketed in for narcolepsy; its potential users were middle-aged and the elderly. Consumption of methylphenidate in the U. By , meprobamate had become the fastest-growing drug in history. The popularity of meprobamate paved the way for Librium and Valium, two minor tranquilizers that belonged to a new chemical class of drugs called the benzodiazepines. These were drugs that worked chiefly as anti-anxiety agents and muscle relaxants. The first benzodiazepine was Librium. Three months after it was approved, Librium had become the most prescribed tranquilizer in the nation. Three years later, Valium hit the shelves and was ten times more effective as a muscle relaxant and anti-convulsant. Valium was the most versatile of the minor tranquilizers. Later came the widespread adoption of major tranquilizers such as chlorpromazine and the drug reserpine. In sales began to decline for Valium and Librium, but sales of new and improved tranquilizers, such as Xanax, introduced in for the newly created diagnosis of panic disorder, soared. The launch of Pravachol pravastatin , the second available in the United States, and the release of Zocor simvastatin made Mevacor no longer the only statin on the market. In , Viagra was released as a treatment for erectile dysfunction. The Kahun Gynaecological Papyrus , the oldest known medical text of any kind, dates to

about BC and represents the first documented use of any kind of drug. Ancient Babylonian medicine demonstrate the use of prescriptions in the first half of the 2nd millennium BC. Medicinal creams and pills were employed as treatments. It describes plant-based drugs to counter diseases. The Hippocratic Oath for physicians, attributed to 5th century BC Greece, refers to the existence of "deadly drugs", and ancient Greek physicians imported drugs from Egypt and elsewhere. Medieval medicine saw advances in surgery, but few truly effective drugs existed, beyond opium found in such extremely popular drugs as the "Great Rest" of the Antidotarium Nicolai at the time [33] and quinine. Folklore cures and potentially poisonous metal-based compounds were popular treatments. Theodoric Borgognoni , "one of the most significant surgeons of the medieval period, responsible for introducing and promoting important surgical advances including basic antiseptic practice and the use of anaesthetics. Garcia de Orta described some herbal treatments that were used. Modern pharmacology[ edit ] For most of the 19th century, drugs were not highly effective, leading Oliver Wendell Holmes, Sr. In the inter-war period, the first anti-bacterial agents such as the sulpha antibiotics were developed. The Second World War saw the introduction of widespread and effective antimicrobial therapy with the development and mass production of penicillin antibiotics, made possible by the pressures of the war and the collaboration of British scientists with the American pharmaceutical industry. Medicines commonly used by the late s included aspirin , codeine , and morphine for pain; digitalis , nitroglycerin , and quinine for heart disorders, and insulin for diabetes. Other drugs included antitoxins , a few biological vaccines, and a few synthetic drugs. In the s antibiotics emerged: Drugs increasingly became "the center of medical practice". Increasingly, biotechnology is used to discover biopharmaceuticals. Although often accepted as an advance in some ways, there was some opposition, due to serious adverse effects such as tardive dyskinesia. Patients often opposed psychiatry and refused or stopped taking the drugs when not subject to psychiatric control. Governments have been heavily involved in the regulation of drug development and drug sales. The Humphrey-Durham Amendment required certain drugs to be sold by prescription. In a subsequent amendment required new drugs to be tested for efficacy and safety in clinical trials. As more drugs became prescribed for chronic illnesses, however, costs became burdensome, and by the s nearly every U. This also led to the U. France, which imposes price controls, developed three. Throughout the s outcomes were similar. Access to unapproved drugs[ edit ] Main articles: Named patient programs and Expanded access Governments worldwide have created provisions for granting access to drugs prior to approval for patients who have exhausted all alternative treatment options and do not match clinical trial entry criteria. Often grouped under the labels of compassionate use, expanded access , or named patient supply, these programs are governed by rules which vary by country defining access criteria, data collection, promotion, and control of drug distribution. These mechanisms, which fall under the label of expanded access programs, provide access to drugs for groups of patients or individuals residing in the US. Patients who have not been able to get access to drugs in development have organized and advocated for greater access. In , BioMarin Pharmaceutical was at the center of a high-profile debate regarding expanded access of cancer patients to experimental drugs. Essential medicines and Societal views on patents Essential medicines as defined by the World Health Organization WHO are "those drugs that satisfy the health care needs of the majority of the population; they should therefore be available at all times in adequate amounts and in appropriate dosage forms, at a price the community can afford. The Access to Medicine Index tracks how well pharmaceutical companies make their products available in the developing world. World Trade Organization negotiations in the s, including the TRIPS Agreement and the Doha Declaration , have centered on issues at the intersection of international trade in pharmaceuticals and intellectual property rights , with developed world nations seeking strong intellectual property rights to protect investments made to develop new drugs, and developing world nations seeking to promote their generic pharmaceuticals industries and their ability to make medicine available to their people via compulsory licenses. Some have raised ethical objections specifically with respect to pharmaceutical patents and the high prices for drugs that they enable their proprietors to charge, which poor people in the developed world, and developing world, cannot afford.

**6: David Coon | iSearch**

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Behaviorism[ edit ] This theoretical framework was developed in the early 20th century based on animal learning experiments by Ivan Pavlov , Edward Thorndike , Edward C. Tolman , Clark L. Hull , and B. F. Skinner. Many psychologists used these results to develop theories of human learning, but modern educators generally see behaviorism as one aspect of a holistic synthesis. Teaching in behaviorism has been linked to training, emphasizing the animal learning experiments. Since behaviorism consists of the view of teaching people how to do something with rewards and punishments, it is related to training people. Skinner wrote extensively on improvements of teaching based on his functional analysis of verbal behavior [45] [46] and wrote "The Technology of Teaching", [47] [48] an attempt to dispel the myths underlying contemporary education as well as promote his system he called programmed instruction. Cognitivism[ edit ] Cognitive science underwent significant change in the 1950s and 1960s. While retaining the empirical framework of behaviorism , cognitive psychology theories look beyond behavior to explain brain-based learning by considering how human memory works to promote learning. The Cognitive concepts of working memory formerly known as short term memory and long term memory have been facilitated by research and technology from the field of Computer Science. Another major influence on the field of Cognitive Science is Noam Chomsky. Today researchers are concentrating on topics like cognitive load , information processing and media psychology. These theoretical perspectives influence instructional design. This form of constructivism has a primary focus on how learners construct their own meaning from new information, as they interact with reality and with other learners who bring different perspectives. Under this framework the role of the teacher becomes that of a facilitator, providing guidance so that learners can construct their own knowledge. Constructivist educators must make sure that the prior learning experiences are appropriate and related to the concepts being taught. Jonassen suggests "well-structured" learning environments are useful for novice learners and that "ill-structured" environments are only useful for more advanced learners. Educators utilizing a constructivist perspective may emphasize an active learning environment that may incorporate learner centered problem-based learning , project-based learning , and inquiry-based learning , ideally involving real-world scenarios, in which students are actively engaged in critical thinking activities. An illustrative discussion and example can be found in the deployment of constructivist cognitive learning in computer literacy, which involved programming as an instrument of learning. Instructional design The extent to which e-learning assists or replaces other learning and teaching approaches is variable, ranging on a continuum from none to fully online distance learning. Synchronous learning refers to the exchange of ideas and information with one or more participants during the same period. Examples are face-to-face discussion, online real-time live teacher instruction and feedback, Skype conversations, and chat rooms or virtual classrooms where everyone is online and working collaboratively at the same time. Since students are working collaboratively, synchronized learning helps students become more open minded because they have to actively listen and learn from their peers. At the professional educational level, training may include virtual operating rooms. Asynchronous learning is beneficial for students who have health problems or who have child care responsibilities. They have the opportunity to complete their work in a low stress environment and within a more flexible time frame. If they need to listen to a lecture a second time, or think about a question for a while, they may do so without fearing that they will hold back the rest of the class. Through online courses, students can earn their diplomas more quickly, or repeat failed courses without the embarrassment of being in a class with younger students. Students have access to an incredible variety of enrichment courses in online learning, and can participate in college courses, internships, sports, or work and still graduate with their class. Linear learning[ edit ] Computer-based training CBT refers to self-paced learning activities delivered on a computer or handheld device such as a

tablet or smartphone. For this reason, CBT is often used to teach static processes, such as using software or completing mathematical equations. Computer-based training is conceptually similar to web-based training WBT which are delivered via Internet using a web browser. Assessing learning in a CBT is often by assessments that can be easily scored by a computer such as multiple choice questions, drag-and-drop, radio button, simulation or other interactive means. Assessments are easily scored and recorded via online software, providing immediate end-user feedback and completion status. Users are often able to print completion records in the form of certificates. CBTs provide learning stimulus beyond traditional learning methodology from textbook, manual, or classroom-based instruction. CBTs can be a good alternative to printed learning materials since rich media, including videos or animations, can be embedded to enhance the learning. Help, CBTs pose some learning challenges. Typically, the creation of effective CBTs requires enormous resources. The software for developing CBTs is often more complex than a subject matter expert or teacher is able to use. The lack of human interaction can limit both the type of content that can be presented and the type of assessment that can be performed, and may need supplementation with online discussion or other interactive elements. Computer-supported collaborative learning Computer-supported collaborative learning CSCL uses instructional methods designed to encourage or require students to work together on learning tasks, allowing social learning. CSCL is similar in concept to the terminology, "e-learning 2. This collaborative learning differs from instruction in which the instructor is the principal source of knowledge and skills. The neologism "e-learning 1. Collaborative apps allow students and teachers to interact while studying. Apps are designed after games, which provide a fun way to revise. When the experience is enjoyable the students become more engaged. Games also usually come with a sense of progression, which can help keep students motivated and consistent while trying to improve. Known as "eTwinning", computer-supported collaborative learning CSCL allows learners in one school to communicate with learners in another that they would not get to know otherwise, [72] [73] enhancing educational outcomes [74] and cultural integration. Further, many researchers distinguish between collaborative and cooperative approaches to group learning. For example, Roschelle and Teasley argue that "cooperation is accomplished by the division of labour among participants, as an activity where each person is responsible for a portion of the problem solving", in contrast with collaboration that involves the "mutual engagement of participants in a coordinated effort to solve the problem together. Flipped classroom This is an instructional strategy in which computer-assisted teaching is integrated with classroom instruction. Students are given basic essential instruction, such as lectures, before class instead of during class. Instructional content is delivered outside of the classroom, often online. This frees up classroom time for teachers to more actively engage with learners. Combinations of these techniques include blogs , collaborative software , ePortfolios , and virtual classrooms. The current design of this type of applications includes the evaluation through tools of cognitive analysis that allow to identify which elements optimize the use of these platforms. Classroom microphones, often wireless, can enable learners and educators to interact more clearly. Video technology [80] has included VHS tapes and DVDs , as well as on-demand and synchronous methods with digital video via server or web-based options such as streamed video and webcams. Telecommuting can connect with speakers and other experts. Interactive digital video games are being used at K and higher education institutions. With recent developments in smartphone technology, the processing powers and storage capabilities of modern mobiles allow for advanced development and use of apps. Many app developers and education experts have been exploring smartphone and tablet apps as a medium for collaborative learning. Computers and tablets enable learners and educators to access websites as well as applications. Many mobile devices support m-learning. Mobile devices such as clickers and smartphones can be used for interactive audience response feedback. Social media in education Group webpages, blogs , wikis , and Twitter allow learners and educators to post thoughts, ideas, and comments on a website in an interactive learning environment. Social networking encourages collaboration and engagement [89] and can be a motivational tool for self-efficacy amongst students.

## 7: Jones & Bartlett Learning

*reduction of social exclusion of specific subgroups remains a challenge to the SUS. Further expansion and consolidation of primary care through the Family Health Strategy can help to address this challenge, together with the need to increase access to secondary and tertiary care.*

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