

**Master of Science and Graduate Certificates in Palliative Care  
Virtual Open House – December 14, 2016**

- [Lynn] We'll get started in just a couple, three minutes. We'll get started in just a few minutes. We're going to start at 2:02 to give other folks a chance to join in, so just sit tight. All right well I show 2:02, and I want to be respectful of everyone's time, so I think we should go ahead and get started. I thank you so much for joining us. This is Dr. Lynn McPherson. I am the Program Director of The University of Maryland, Baltimore Online Master of Science Degree, and graduate certificates in palliative care. And I'm really excited to be spending a little time with you describing our program. I'm also a professor, and Executive Director of advanced post-graduate education in palliative care. My primary faculty appointment is at the school of pharmacy, but I have appointments at the other schools on campus as well.

When people think of University of Maryland they always think of College Park and go Terps! Which certainly is a worthy cause, but actually there are 13 colleges that are part of the University of Maryland. And the University of Maryland Baltimore is our medical campus where we have pharmacy.

So can you all hear me? You can type in the chat box, can you hear me? And make sure your microphone is activated, so you can hear it, your speakers are activated. Jennifer's saying she can't, Carolyn can hear me. So most of you can hear. I should've asked that earlier. So just make sure you don't have anything blocked.

Anyway, University of Maryland Baltimore's our medical campus, pharmacy, nursing, medicine, social work, law, and the graduate school. And this is done through the graduate school because it's a multi-professional program. My background is, I've been in practice for a long time, I worked in hospice and palliative care. And of course, I'm an educator. I have my doctor of pharmacy degree, I have a master's degree in instructional systems development, and I have a master's degree in distance education. So the stars kind of aligned for this program which I'm very excited about.

Now I'm sure everybody on this call knows what palliative care is. Here's the World Health Organization definition, it's an approach that improves the quality of life of patients and their families, facing problems associated with life-threatening illness, through the prevention and relief of suffering by means of early identification and impeccable assessment and treatment of pain and other problems whether they're physical, psychosocial or spiritual.

So it really is a patient and family-centric model where we attend to the physical, the psychosocial the spiritual, all the needs of the patient and the family. Which is why it takes a team, it takes a village to get this done. So when we're talking about this program, what are the deliverables? Well certainly, the primary goal is the master of science degree in palliative care. And along the way you can collect up to two graduate certificates. So I'll show you the structure of the program but everyone who completes the first four courses receives a graduate certificate from our graduate school called Principles and Practice of Hospice and Palliative Care. And then depending on how you choose your electives, you can earn a second graduate certificate in either Clinical Hospice and Palliative Care, Leadership and Administration in Hospice and Palliative Care, Psychosocial/Spiritual Aspects, and Aging Applied Thanatology. This will be clear as I explain the program a bit more.

So I guess the big question right off the bat is why the heck should I do this? Why should I take time out of my already busy life and pay money for something like this? Well I think there are lots of reasons. For one thing, I think I'm a bit of a degree junkie myself, I just plain love learning. So there's certainly that. But I think there are a lot of reasons for this. Certainly, for people who are already working in hospice and palliative care, this is an excellent opportunity to deepen your knowledge and appreciation for the whole spectrum of hospice and palliative care. And it's not just for the people who are currently working in the field. I think, almost, our audience, equally important is the people who kinda work peripherally, to those of us who are full time in the field. So this is people who may be a primary care physician or a general type practitioner, social worker working in a hospital, or a general type chaplain, or a nurse or whatever. Because you know what? We have good evidence everybody's going to die. So I think death and dying touches so many practitioners. To minimally get the graduate certificate is such a good thing. For physicians in particular to be able to transition into hospice and palliative care mid-career without having to take a year off from your career to complete a fellowship, it's a wonderful opportunity. Also again, as I've already said, to complement another area of specialization. And when I did the curricular mapping which I'll go into in just a moment, I looked at every single discipline, certification exams, physicians, nurses, nurse practitioners, PAs, social work, chaplains, everybody, and I considered all of that when I designed this program.

So when you get done this program, you are ready to take the exam for certification in your discipline provided you meet the other criteria such as hours of practice, or whatever else there may be. But from an educational perspective, you'll be good to go. Who should do this? Well, you know, you don't have to twist my arm. I think everybody should do it. As I just said, it takes a village to get this done, this job done, this is hard work taking care of patients and families who have these advanced illnesses. So I think it's the whole team. And I very much espouse the team approach. We are highly interprofessional in the way we teach this program and in our learners. So physicians, pharmacists, nurses, advanced practice nurses, PAs, therapists of all kind, OT, PT, speech, whatever it may be. Music therapists, psychologists, administrators, social workers, chaplains, counselors, bereavement and volunteer specialists, thanatologists, and we've actually had someone apply who's a hospice volunteer. And those folks are certainly welcome also. I think we have a little something for everybody here.

So this slide is a little busy, but this just speaks to what I was just saying a moment ago is how I designed this, so I started with the end in mind. What do I want people to be able to do when they earn this degree? And those are called the terminal performance objectives. So what did I look at to, you can see the wordle on the right there, sort of like a big old pot that you're making a goulash out of. I looked at the Joint Commission Standards for Palliative Care Programs, the National Consensus Project, and then the American Board of Medical Specialties, the Hospice and Palliative Medicine Entrustables, Hospice Medical Records Exam, and then the certification exams for all of these disciplines. I've looked at all their content areas, their competency statements, and the outcome goals they espouse, and I put 'em all in this big pot and I stirred and I stirred and I stirred, and I came up with 14 terminal performance objectives, which of course you cannot easily read off of this slide, but they're all shown very nicely on our webpage as well. Four of these are interprofessional IPEs that are shown here as well. So again, we really are very committed to the idea of different disciplines working together. And I have to tell you, I've had a very long career, and I've worked in a lot of different practice settings, and I think nobody, nobody does team like hospice and palliative care people. So we are already hardwired to work together in a team. And I think this is just the icing on the cake. So let's look at the curriculum.

Everyone takes the first four required courses, which I'll show you in a moment. Then you pick four elective courses, and then everyone comes back together and takes the two last required courses. So these are the first four courses that everyone takes. Principles and Practice of Hospice and Palliative Care, and as I shared with you, each course is taught by a minimum of two course managers of different disciplines. So for example, this first course, I will be co-teaching with Connie Dahlin who is an amazing, amazing, international rock star nurse practitioner. She was heavily involved in writing the National Consensus Guidelines. She's just so well respected and such an awesome person. So Connie and I are teaching that course together.

And the next course is Communication and Health Care Decision Making which is taught by a nurse with a PhD degree, and a social worker who's internationally known in this field. I'm really pleased with the faculty that we have committed to teaching in this program. Because they're nationally or even internationally known. Then we have Psychosocial, Cultural and Spiritual Care, kind of an introductory course, and the basic Pain and Symptom Management course which I'm teaching with a palliative care physician, Dr. Jay Vanston who is just amazing.

Then, once you've completed those four courses you get a graduate certificate from the graduate school titled Principles and Practice of Hospice and Palliative Care. You can choose to stop right there, or you can choose to say, I mean, everyone applies to this program as the Master's degree, but you can make the decision to say, I just want to do the first four courses, see where I stand, see how I feel. It's almost half of the degree under your belt at this point, five courses would be half, this is four. Or you can say, I just want to take a leave for a year, catch my breath and then come back and finish the master's degree. So I'm all about flexibility with this program. But assuming you continue, which I hope everybody does.

We have electives as shown here. We have four different tracks. You can take all the electives in a track. So for example, we probably will limit the clinical track to doctors, nurses, advanced practice nurses, PAs and pharmacists because it's very drug related. Or special permission from myself. So I don't want anybody to be overwhelmed by a track that really probably is not in their best interest. But if someone feels like this is really what they want to do, I'm happy to entertain that. But, for example, this course, the four courses would be Advanced Pain Management Opioid Dosing, including opioid conversion calculations. Advanced Non-Pain Symptom Management, like the nausea and the constipation. Advanced Disease State Management, where we'll look at end-stage dementia, end stage ALS, end stage COPD, and so forth, and the last course is Clinical Management of Special Patient Populations, looking at things like the pediatric population. How do you do a vent withdrawal? I'm actually co-teaching this with three physicians from Emory who are palliative care physicians who are also boarded in addition to palliative care in emergency medicine. So they will be, I'm very excited about that course, that'll be awesome. So if you took all four courses in that track, you would get a second graduate certificate in clinical hospice and palliative care.

The other tracks are administrative, so it's Hospice Leadership and Administration. Palliative Care Leadership, Practice Development and Strategic Planning, and the course that I'm teaching with another gentleman, Dr. Chuck Hodell who's a PhD in instructional systems development, he's a provost at a college near here. And he has written the definitive book on instructional design. So how do we go about teaching others, whether it's patients or professionals? So that is an elective in that track. And again, that culminates in a certificate. You have a psychosocial spiritual track with advanced decision making and communication skills.

Advanced Spiritual and Psychosocial Skills, Self-Care is taught by a psychologist and a physician who practices in alternative medication. So that's going to be an awesome course. And the education course shows up here as well in this track. And the last track is a certificate program we already have cooking on our campus in thanatology. It's really aging and thanatology which also leads to a graduate certificate.

But the really awesome news is, I'm a big believer in self-determined learning. You know what you need to learn or feel like would best suit your needs far more than I do. So if you chose to, you could pick your electives across the board, you could take one from each track, you could take two clinical and two administrative, you can parse this out however you would like and I can certainly help you do, develop your plan of study to maximize your time, to either speed it up or slow it down. Whatever you would like to do. So we've got a lot of flexibility built in here. And then everyone takes the last two courses which are Research and Outcomes Assessment in Hospice and Palliative Care, you don't actually do the project, you just work with, I have right now a PhD, Ginger Furno from Oregon, and then I have an MD Orit Komo who is awesome, from Duke, and they will help you just set up your project looking at maximizing some kind of an outcome, whether it's a clinical outcome, humanistic, like quality-of-life, or an economic outcome. So you just set it up, and hopefully you'll go on at some point and finish your project, but that's not required.

And last is kind of, I'm not sure how many course managers I'm going to have in this last course, probably at least four, Advanced Team-Based Palliative Care. Pulling it all together. One thing that I want to stress is that I showed you those 14 terminal performance objectives. In curricular mapping, what's really important is showing people exactly where these terminal performance objectives are taught. So every single one of those 14 is introduced in the first four courses, and then every single one is emphasized to a far greater degree somewhere in the electives, and then every single TPO is reinforced in these last two courses. So you'll be exposed, and you'll certainly have it reinforced, and for some of them, depending on which course you take, they will be emphasized. So you certainly can drill down to what suits your needs the best.

Some of the features of the program. This is truly a highly-innovative, online learning experience. It's, as I said, self-determined learning. I mean it's self-determined right from the gate. You're deciding to come into this program. You deciding, do I just want to get a certificate or do I want to go right for the master's degree? You choosing your electives. And even within each course, we have operationalized, self-determined learning. This is not one of those online programs where you watch six hours of a talking head a week. I would stab myself in my eyeball if I had to do that so I would never do that to you.

If you've ever heard me teach at a meeting or something, I'm a very, very practical teacher. So all of our online learning is very very practical as well, we're not going to have you jump through hoops just for the sake of doing hoop jumping. And we may have a discussion board question where you can pick question A or question B. So a social worker may come at a situation differently than physician for example. But we all learn from each other. The entire program is asynchronous, you don't have to go anywhere or be anywhere at any time ever in the program. People always say, are you sure I don't have to come to Maryland, are you sure I don't have to come to Maryland? No, you don't have to come to Maryland. But if you do want to come visit us, I'll buy you a crab cake. I think I might be buying 500 people a crab cake by this point. Now of course, every course will have deadlines. Like you have to finish your assignment by Sunday night at midnight, whatever time zone you happen to be in. But that's it. You

can do your work at three in the morning. I've certainly done some of my finest work at three in the morning. I just finished two degrees online, and I usually would save my work for the weekend because my weekdays are pretty darn tied up. But that's up to you.

People also ask me, how much time is this going to take a week? I'm a busy person, I've got children, how is this going to work? You know, I think you get out of something what you put into it. I would speculate it's going to take probably about six hours a week, so I've been saying six to nine hours a week. That's just my best guess. I think it depends on how familiar you already are with the content in that course. Some people really want to explore every single angle of a particular situation, and they may drill a little bit more deeply. But again, completely online, you do have to have internet access, but no need to travel anywhere ever.

Affordable tuition, both in state and out of state. I really went to the mat with our administrators to make sure that the tuition, particularly out of state was affordable for people. Generally, at a college, the out of state graduate tuition is double in state, but I said you know? This is an online program. I don't really care whether my student is sitting in the office right next door to me or sitting in the bowels of Africa, it could go either way. So our tuition for an in state person in Maryland is 593 a credit, so the whole master's degree would be about \$17,500. If you're out of state, which means anywhere in the galaxy outside of Maryland, so anywhere else in the US, or international, it's \$743 a credit, so it'll be about \$22,000 for the whole master's degree. And I have to tell you, that's very reasonable for a master's degree. So we fought hard to get that. So I promised my dean we'll make it up in the volume. So you guys better come through for me so I don't get killed.

Nationally recognized, internationally recognized interprofessional faculty. It is so awesome that we will have at least two faculty for each course. You will have a lot of interaction. People are always fearful that online learning is not interactive, let me tell you, you put 500 freshmen in a classroom and call it Biology 101, I think that's long-distance learning right there. You never talk to anybody in person. This is not like that. We are highly interactive. I've told all the faculty that we hire, you are going to check in every day, you're going to check in with the discussion board. You will be posting absolutely. We've already talked about the five graduate certificates of which you can earn two. Some people have asked me, can I do four electives and one credit and then take another course in a different one? Yes of course you can.

Marian has asked, do I offer courses to prepare for the CHPN Exam? It's not specifically a CHPN preparatory course, Marian, but I use all the competency statements and the content areas that lead to the CHPN exam for all the disciplines, not just nurses. And yes, you would be well prepared for that exam.

Another interesting departure for this program compared to other online programs regardless of the discipline, is our semester, each course is eight weeks long. So you only take one course at a time. Generally adults bang through an online master's program taking two courses at a time. But it tends to make you a little crazy, ping ponging between these two courses. So you take one course, say, for example, it's the first semester, Principles of Hospice and Palliative Care, that goes from the latter part of August, to the middle or latter part of October. Boom, you're done that course, and you move on to the next course which is Communication in Health Care Decision Making from mid-October to mid-December. And then you're done until you start in the spring. So we have fall A, fall B, spring A, spring B,

and we just have one eight week semester in the summer so that you can get a month off and catch your breath. So that makes it a little easier for you.

And international students, we love international students. You do have to be competent in speaking English, that is certainly one of the requirements at this time. So again, I just want to reiterate why I think you should do this. I mean, I think, I'm a big Simon Sinek fan. He's always talking about who, why, where and all. I'm a big believer in the why. So I've always said, if you're the kind of person who flourishes in the process of discovery, and lifelong self-determined learning, so again, I'm all about self-determined. You don't rest until you've explored every opportunity to achieve absolute fulfillment of your personal mission, why are you even in health care? That's what we're reaching out for. You enjoy the process of discovering evidence based practice and how to translate it into the best possible care for fragile patients desperately needing your care. And you thrive in a transdisciplinary practice environment. That's important. Not only are we multidisciplinary, not only are we interdisciplinary, we are transdisciplinary. I tell anybody who will listen to me, I'm not going to be happy until you are 10% pharmacist. And I know I'm at least 10% social worker. I was just sharing with a friend the other day, a patient told me something, and I had no idea what they just said. So I pulled my social work director and I said, tell me more about that. And thankfully that bailed me out. And relishes contributing your particular expertise to a trust-based, symbiotic team approach to the care of vulnerable patients and their loved ones, then we have got a deal for you. This is why you came to health care, to help people. And palliative care, oh my gosh, it's what we do. You want to help people? We want to help you do that.

So this is my favorite quote in the world, and I live it, absolutely. Live as if you were to die tomorrow, but learn as if you were going to live forever. Because when you learn stuff, you have tremendous ripple effect. So there is our website there.

Karen has asked is there a capstone project. No, we have that one course in research outcomes which sets you up to set up a project. But we don't require that you finish it because we've only got that eight week period. So we set you up, and hopefully you will finish it. And I'm sure that our two faculty mentors would be happy to answer any questions even after the end of the course, in terms of completing it and giving you some advice and submitting it for publication. But no, there's not a requirement to finish a capstone project.

So I would be happy to take any questions you have at this time. Please type it in the chat box and I'll stay as long as you all are interested. Can you just bump along and take one at a time? Yes, that's the goal. You'll be loving it, you won't be bumping, you'll be loving it. You take fall part A, well we are offering, that's why we have a February first deadline. To get a head start, we're offering the principles course in spring, from mid-March to mid-May, and then I am teaching education course in the summer. But say you chose to wait till the fall in case you didn't want to get that head start, you would take fall A and then fall B, and then spring A and spring B and then one over the summer, and you repeat that year, and then all 10 courses are done. You can slow it down. Some people say can I slow it down because of financial reasons? I would strongly encourage you to ask about tuition reimbursement from your employer. And some hospices near us locally have said they are using us as a recruitment and a retention effort where they say I'll pay for the graduate certificate if you sign something stating you'll stay two years, or I'll pay for the master's degree if you sign stating you'll stay three or four years, whatever. That's one option. But certainly I would explore any tuition reimbursement from your employer. But if you want to slow it down, you certainly can either because of time constraints with

your family or because financially you want to slow it down so you can maximize your tuition reimbursement.

Can physicians sit for the Hospice and Palliative Care Board with this degree instead of a fellowship? No, I wish they could, I wish they could. And maybe one day they will entertain that. But at this time no, but, it does prepare them very nicely for the Hospice Medical Director Exam and it meets all the competency statements for the American Academy of Hospice and Palliative Medicine Entrustables.

And would we consider credit for graduate level research courses already taken? Unfortunately no we're not in a position to do that at this time either.

Are there papers and exams? Not exams in the classical sense that you would think of. One other thing I probably should share with you as I'm super-duper excited that we have a contractual arrangement with CAPC, the Center to Advance Palliative Care. And they have a lot of training stuff online so we will be tapping in to their expertise there. Very short little tutorials and online little quizzes right within that tutorial that gives you formative feedback meaning it just helps you understand the material better. And we may have a quiz to make sure that everyone has achieved the competencies. But it's not like your mama's college, like 30 years ago. I promise you. And so far as papers, yes, there will be assignments. I'm a big believer also in group projects. So, you can certainly, we are using the platform now known as Blackboard Collaborate. Your group can choose to use this platform so you can talk online, you can do a conference call. You can do freeconferencecall.com which is even free international, you can do Google Hangouts. So there will be personal things that you will write. We have discussion board questions ever week like how do you handle it when the patient has different values than your own? Like I always tell the story about, we had a Korean gentleman who had ceaseless vomiting. And I just wanted to poke both my eyeballs out 'cause I wanted to fix it. But the adult children said no, no, he has to suffer this on Earth so that he can go to heaven. And that is very much not in keeping with my personal belief system. So how do you handle that? So that might be one discussion question there. You would post your response, probably several hundred words. And then it's also part of your responsibility to read and respond to your colleagues who've also approached it in the discussion.

Someone says, as an older learner, oh there's no such thing as an older learner. Will I likely need a tutor to navigate the computer program, no. You would be surprised how intuitive. We use the learning management system known as Blackboard, it's incredibly intuitive, and there are tutorials out the kazoo to get you set up. And my assistant is Erika Keith, I'm sure you've all been corresponding with her, and she is brilliant. She is here all day every day during the week, and she is ready, willing and able to jump in. And we also have campus IT support. So I would not worry about that.

Let's see, will it be eligible for CME. I don't believe we can do both CME and college credit. I can investigate that further, but I do not believe so. Are there other similar programs? There's only one other in the country. It's the University of Colorado, and it's dissimilar in many regards from the program that I'm discussing here. So I believe they're more of a hybrid where you have to go there several times. And I think they target physicians, nurses, and advanced practice nurses and pharmacists. But you should check it out. I think it's awesome that we have more than one option. I'm sure more colleges will be joining in because there's such a tremendous need for this.

Do we offer financial assistance for international students? I'm not sure how that works internationally. I know that Erika's saying she knows the answer. Do you know the answer to that? Oh she posted the

answer there. And reach out to the finance office. I know that in the US we have federal funding available. You do need to take two courses, two of the eight week courses a semester so that you get the six credits in a traditional fall or spring semester. And we will probably offer two very modest scholarships which international students would be eligible to apply for as well.

Someone's saying I'm curious about financial aid for in state students as well, I have a high school junior so college tuition is looming large. I hear ya, that certainly is a kicker. But yes, as I just explained, and Erika said she would send you the application process there.

Who has another question for me? Anyone else? I just want to confirm that the application deadline, which, trying to get in all your stuff too is due February 1 so you can start mid-March, that is your application is done online from our website, three letters of reference, and your official transcripts from all the academic institutions. You do have to have a bachelor's degree in order to qualify, or higher, I understand in nursing, it's quite the thing to go right from a certificate program straight through to the BSN, so you don't even have a bachelor's degree, which is great. That's of course awesome.

Christy wants to know can you review my slides. Yes Christy if you go to our website, I have this whole presentation posted under the curriculum tab narrated, and you're welcome to reach out and email me too.

Do the letters need to come from a prestigious university program or can they be professional? It can be anybody who can speak to your work ethic, that you're a good upstanding citizen, so it can be from anyone. And yeah, so I am repeating this tonight at nine PM East Coast time so if you want to gather the whole family around the computer I'm sure it'll be an awesome time, pop some popcorn, we'll have a lot of fun.

Will this MS qualify me to be a bereavement counselor? Carolyn I am not sure what the requirements are to be a counselor. I would suspect that, my personal opinion is any hospice would fall over with joy to be able to get you, particularly if you took courses in our psychosocial/spiritual or thanatology track. But if there is a specific requirement, that's not where I live, but I can certainly see what I can find for you, and we'll make a note of that.

Anyone else have a question? We're so excited about this, we can't stand it. Sure, you're certainly welcome. I'll stay on for another minute or two.

Oh what would the curriculum schedule be if I wanted the degree with two certificates? Well bless your little heart, I'm going to write you into my will here. It would take you another two semesters if you wanted to, well the two certificates, the first one comes from the first four courses. The second certificate would be any one of the pathways. I assume you're asking what if you wanted to get really three certificates. You certainly can do that. It would be two additional semesters.

Will there be mandatory group projects? Yes, and Scott, I can hear you as if you're sitting right here. I've never been a big fan of group work either, until I took a course on leadership and we spent a bit of time talking about forming, norming, storming and performing. Learning how to work well in a group. And that changed my opinion, so I absolutely think that it can be worked out, absolutely.

Yes, so Karen, you meant a third certificate, clinical administrator. Absolutely. And you can do it in any order you would like. You can finish the master's degree and then come back and get the other courses

for the administrative track, or you can do them, all of the electives before you take the last two courses in the program. So yes, we would love that, that would be amazing.

What other questions do we have? Is there a maximum time frame? Yes that's a wonderful question. Thank you for bringing that up Lauren. If you just want to do the certificate, you can complete it in two semesters, fall and spring. But you can have up to three years. The master's degree you complete in six semesters, fall spring summer, fall spring summer, although you can take up to five years. If you do choose to take a semester off, a semester or two, you just fill out a leave-of-absence request which we keep on file, and then you notify Erika or I when you're ready to jump back in. So some people have already told me, I'm going to take it a little slower because my employer only reimburses \$3000 a year or whatever it may be. So I just want to take my time a little bit. Plus I've got little children. So, yeah we're open to that, absolutely. And we will keep on top of you to make sure you stay on track. 'Cause we want everybody to have a wonderful time. Other questions? Be happy to take them. Erika can you think of anything that I should've answered that I have not done yet?

- I don't think so.

- Erika says no.

We're very very fortunate. What is the optimal class size? That's a great question too. I think no more than 20. So if, for example, everybody in North America signs up for this program, what I will be doing is asking the course managers to teach another section. So for example, if 30 people sign up for the spring semester, we'll have two sections of 15 because you don't get a good experience if there're too many people in it. There may be a minimum, I know our graduate school says we need at least five people to make it economically worth it. So we will have a min, and we will certainly have a max. So no worries about that.

Are there certain courses only offered at certain times? Yes, each course is only offered during a particular semester. So if you go to our graduate website [graduate.umaryland.edu/palliative](http://graduate.umaryland.edu/palliative), you will see that. And Erika and I are very skilled at helping you develop your plan of study. So, I've marched it all out there, it's very easy. You can look under the curriculum I've done. One, the sample plan of study for the clinical, for the psychosocial/spiritual, and for the administrative, and then I have one called undeclared. So for people who want to take electives all over the place, I say OK, during this semester take one of these, in the next semester pick one of these, and so forth. But Erika and I are happy to sit down with you and put it together like a jigsaw puzzle depending on your timeline, how you want to roll this out.

- [Erika] There is a question that we missed. Program, similar program, any other similar program.

- I answered that.

- Oh you did?

- [Lynn] Colorado, yeah. So Jennifer has left the building, but she says this is very exciting and I would have to agree with that. We are super-duper excited, and applications are rolling in. So I urge you to please, get busy and check out that application, kick the doors, well kick the tires, slam the doors on our webpage to read more about it and of course, can you type in both of our email addresses? Erika's going to type in both of our email addresses in case you have a further question. Or you're welcome to call us

certainly too. Giving another minute or so if anyone else has a question. Well, Mandy says thank you very helpful. Well Mandy I hope to see your application, I'm very excited. Well I don't see any further questions. So I would really like to thank you all for spending this little bit of time with us and I hope this gives you a clearer idea of our awesome, awesome program. And I hope to see you online. Thanks so much, bye-bye.