

# SCL Health's Use of Best Practices Shows that Learning Can Save Costs

SCL Health

Best Learning Team

October 2020



## Company Background



|                               |   |
|-------------------------------|---|
| <b>Company-at-a-Glance</b>    | SCL Health  |
| <b>Headquarters</b>           | Broomfield, CO  |
| <b>Year Founded</b>           | 1864  |
| <b>Revenue</b>                | \$2.7 billion   |
| <b>Employees</b>              | 16,000  |
| <b>Global Scale</b>           | Colorado, Kansas and Montana  |
| <b>Customers/Output, etc.</b> | SCL Health is a not-for-profit healthcare system whose services span acute care, emergency services, primary care and specialty clinics, along with community care emergency centers, home health, hospice, mental-health centers and a long-term care facility. The geographic landscape of SCL Health provides a vessel of care throughout the Rocky Mountains. |
| <b>Industry</b>               | Healthcare  |
| <b>Website</b>                | <a href="http://www.sclhealth.org">www.sclhealth.org</a>  |

## Budget and Timeframe

|   |                                      |
|---|--------------------------------------|
| <b>Overall budget</b>   | \$5.75 million                       |
| <b>Number of (HR, Learning, Talent) employees involved with the implementation?</b> | 60                                   |
| <b>Timeframe to implement</b>   | September 2014 — present             |
| <b>Start date of the program</b>  | Progress achieved since Jan. 1, 2019 |

## Business Conditions and Business Needs

SCL Health is a faith-based nonprofit healthcare system whose services span acute care, emergency services, primary care and specialty clinics, along with community care emergency centers, home health, hospice, mental-health centers, two community connect hospitals and one long-term care facility. SCL Health provides services throughout the Rocky Mountains and Kansas.

In 2019 and early 2020, SCL Health increased its investment in enterprise education and personal development solutions in service to the employee population. The Enterprise Learning and Personal Development (EL&PD) team continues to create strategies across the human capital management continuum that are designed to fit the needs of a rapidly growing organization and workforce. Now, more than ever before in the history of healthcare, the unified commitment and dedication to employee education, coupled with the delivery of tangible business benefits, ensure the continuity of care for their patients and the communities they serve. With a focus on a heightened degree of accuracy in a highly regulated and constantly changing environment, EL&PD has proven to serve the organization well. This is evidenced by the measurable reduction in time-to-train metrics, the increase in employee engagement scores and a diverse offering of educational opportunities within the organization.

For the EL&PD team, 2019 was an exciting ride on a wave of higher engagement scores, increased team collaboration and a consistent curve toward using industry best trends for learning and development. Ever-present and rapid change in the healthcare environment, coupled with the increasing need for SCL Health to consistently deliver highly reliable health services to patient populations mandated that, more than ever, performance and communication throughout the organization needed to be effective. But it didn't just need to be effective; performance, as it relates to how well an employee is able to demonstrate the task, would need to be consistently evaluated.

2019 was also a year of substantial change at SCL Health and began with the introduction of Mission Forward 2025 — a strategic plan set in place by the Office of the President. Mission Forward 2025 is heralded internally as the organization's statement of "true north." As such, it furnishes clear directional goals that preserve and protect SCL Health's vision and mission of improving the health of the community for many years to come.

The EL&PD team and its employees are privileged to serve the mission of SCL Health and are enthusiastic about the work required to deliver SCL Health's Mission Forward 2025. This organizational ambition was evidenced by their significant gains in team employee satisfaction scores to be detailed later in this submission.

Increased team collaboration and the consistent application of industry best practices became the hallmark of the EL&PD team in 2019 and continues to guide them to the present day. Industry accolades received in 2019 from Brandon Hall Group, The ROI Institute, The Catholic Health Association, and the Association for Talent Development mark the first time in the history of SCL Health's Human Resources Division that a single team has been publicly recognized by more than two leading professional organizations in one year. The composition of the EL&PD team is comprised of a group of highly talented learning professionals who bring with them a wide range of skills, knowledge and abilities.

Mission Forward 2025 is comprised of four main strategic imperatives:

- Aligned and Empowered Organization
- Growth
- Aligned Clinician Network
- Clinical and Operational Transformation

EL&PD is positioned as a critical enabler for Mission Forward 2025. By spearheading talent development efforts and implementing performance-based skill assessments within all educational offerings throughout SCL Health, EL&PD could support the organization in achieving the behavioral change critical to surviving in a complex and challenging healthcare environment. This team drives talent development to effect behavioral change, and develop pools of ready-now resources in preparation for years to come.

## Overview

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The EL&PD team is comprised of a talented and diverse group of learning professionals committed to delivering tangible business benefits as defined by their customers and business stakeholders. Armed with the knowledge that quality training defines a learner's success, EL&PD team members are committed to the delivery of business solutions that reflect performance excellence achieved through methodical instruction, both instructor-led and virtual, while at the same time ensuring the mission, vision and values

of the organization, are embedded in every level of decision-making, performance, and project outcome.

In prior years, EL&PD has embedded team resources into operational areas. This positioned them for supportive relationships with operational stakeholders in every human-centered performance area in the organization. Furthermore, SCL Health experienced another year of tangible investment returns and business benefits to the organization by implementing and/or maintaining the following:

- Executive presence in the Human Resources department
- Consistent and dedicated focus on instructional design, development, delivery, and program evaluation quality
- ROI metrics
- Adherence to project and program management standards
- Fiscal accountability and responsibility

Each of these support the continued leverage of this unified team to influence positive performance outcomes on an enterprise basis for many years to come.

### **Structure**

The EL&PD leadership team, with the support and approval of the Chief of Human Resources and the Office of the President, has transformed how training was once defined into a healthcare industry-recognized and professionally credentialed team of educational consultants that now service every aspect of the healthcare enterprise. The structure of the team supports the notion that when skill, scale and strategy meet — and people step out of their silos — the resulting synergistic forces allow for the leveraging the performance potential and service outcomes that every employee has to offer the organization, thereby propelling the organization forward, or as it is internally referenced, propelling the organization Mission Forward. Without question, people who are called to jobs in healthcare generally seek purpose in their work and find meaning in understanding how their everyday job aligns with strategic imperatives, and that serves the greater good of society.

The EL&PD team structure consists of three main branches:

- Clinical Systems and Services
- Revenue Systems and Services
- Enterprise Systems and Services

Within each branch, there are operational service-line experts with professional certifications able to serve and address any and all operational and strategic functional

service lines found in a large and prospering health system of hospitals, clinics, and patient-centered healthcare service providers such as SCL Health.

**Figure 1: Team Statistics**

| Position                            | Number of employees | Currently held Senior positions |
|-------------------------------------|---------------------|---------------------------------|
| Vice President                      | 1                   | N/A                             |
| Directors                           | 3                   | N/A                             |
| Managers                            | 7                   | N/A                             |
| Training Environment Build Analysts | 2                   | N/A                             |
| Instructional Designers             | 24                  | 10                              |
| Instructors                         | 19                  | 5                               |
| Logistics Specialist                | 1                   | N/A                             |

Source: SCL Health

Each Systems and Services team incorporates a balance of instructors and instructional designers who work together in the capacity of both their vertical lines of reporting, as well as cross-functionally throughout the service teams. Furthermore, the utilization of matrixes reporting structure affords leaders to allocate resources when and where they are needed across the enterprise. An example of this inter-disciplinary strength might arise when an instructor or instructional designer on the Revenue Services team, who inquires about opportunities to instruct a leadership development class, is permitted to flex into the role of interest. In doing so, the end result fuels the member’s capacity for increased engagement in their work; and empowering them to explore a variety of learning and development opportunities.

EL&PD team members specialize in a variety of areas within the organization, and hold professional certifications in areas relating specifically to:

**Learning and Personal Development**

- 25 Certified Instructional Technologists
- 9 Certified Instructors (Criterion Referenced Instruction)
- 48 Mastering Instructor-Led Training (MILT) certifications
- 4 Criterion Referenced Instructional Design (CRI) Course Managers
- 18 Storytelling and Design certifications through Dr. Ray Jimenez, PhD

### **Leadership Development**

- 2 instructors certified to train Accelerating Change and Transitions/Facilitation Skills for Leaders (ACT/FSL) Change Enablement Course
- 16 instructors certified to train Crucial Conversations Course a collaboration with SCL Health and VitalSmarts™
- 2 instructors certified to train Meeting Planning and Facilitation Course
- 2 instructors certified to train Project Management Essentials (PME) Change Enablement Course
- 25 instructors certified to train Root Compass Manager Development Course; a collaboration with SCL Health Root Inc.

### **Virtual Classroom**

- 1 certified Virtual Learning Expert
- 5 certified Virtual Facilitator Certifications (internally credentialed through SCL Health)

### **Customer Service and Soft Skills**

- 10 instructors certified to train Service Ready™, a collaboration with SCL Health and the Miller Heiman/Korn Ferry Group.
- EPIC (the Electronic Health Record system used at SCL Health)
- 47 application based Epic certifications
- 9 Epic applications proficiencies with honors

### **Electronic Health Record (Epic) Certifications**

SCL Health also offers EL&PD members the opportunity to be certified by their Electronic Health Record platform, Epic. Team members complete classroom training at Epic's headquarters in Verona, Wisconsin. Learners complete foundational and advanced courses, complete an application-specific project within the foundational learning system and must achieve a combined score of 80% to pass and receive a certification. Proficiencies may be achieved by completing the work, but not traveling to Epic headquarters.

EL&PD members routinely explore opportunities for professional growth and development in their time between projects. It is not uncommon for many of the members to obtain certifications or proficiencies on their own time, or to attend a webinar on a topic such as Design Theory.

### **Mission, Vision and Values**

Immersion in SCL Health's Mission, Vision, and Values displays a commitment to returning tangible business benefits as defined by their internal business clients. Members of the team are encouraged to incorporate these into team meetings and discussions, and routinely acknowledge specific organizational leadership behaviors in their peers.

Given the identified need to establish procedures around enterprise learning, EL&PD has established the following goals as catalysts to developing a culture of learning at SCL Health within the L&D community of practice.

1. Align Foundational and Role-based curriculum to a University course structure model.
2. Continue investment in Criterion Referenced Instruction (CRI) methodology — performance-based instructional design and delivery methods and practices.
3. Expedite new employees moving from training to performing on the job as quickly as possible.
4. All programs developed by EL&PD will relish in the use of RoboHead Analytics as a mechanism that would monitor and report completion status against a plan to action.
5. Achieve 100% participation in employee engagement survey, improve EL&PD and sub-team scores by one team index.

All of these talents and skills uniquely position the team to support the organization in achieving its mission.

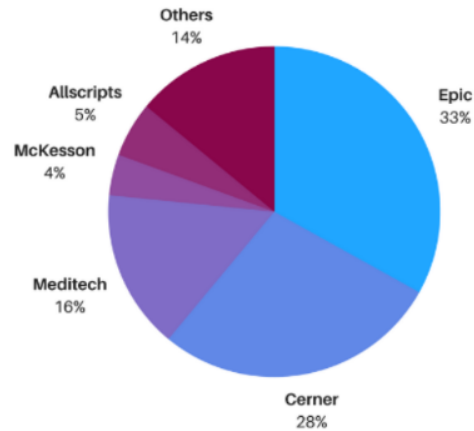
**Goal: Align foundational and role-based curriculum to a university course structure model.** In 2019, EL&PD took on the undertaking of realigning curriculums to answer the needs of the business and the Mission Forward 2025 strategic imperative "Clinical and Operational Transformation" and to meet the needs of the healthcare workers onboarding with SCL Health. EL&P understands that new healthcare workers being recruited, hired and on-boarded with SCL Health are not always new to using an Electronic Health Record (EHR). In fact, more and more newly hired employees are coming to SCL Health experienced in using EHRs with other companies and/or from university programs.

An industry study conducted at the end of 2018 indicated that 80% of all clinical new hires have experience in using an EHR. The No. 1-ranked EHR being used by all healthcare systems is the same EHR used by SCL Health. This greatly increases the chances of new hires onboarding with SCL Health will be experienced in using the EHR.

**Figure 2: Electronic Health Record (HER) Usage**

According to industry reports,  
 80% of Clinical new hires have experience using an EHR  
 65% are experienced in Epic EHR  
 Top 6 EHRs in industry are:

1. Epic 33%
2. Cerner 28%
3. Meditech 16%
4. All Scripts 05%
5. McKesson 04%
6. Others together



\*Statistics from [www.healthcareittoday.com](http://www.healthcareittoday.com) article dated 11/13/2018 and [www.HIMSS.org](http://www.HIMSS.org) whitepapers dated 2017 and 2018, and study conducted on the top EHRs in 2019 <https://healthcareitskills.com/top-ehr-vendors-allscripts-athenahealth-cerner-epic-meditech/>

Source: SCL Health

EL&PD was experiencing the result of this in their new-hire classes since their curriculums were a combination of all functionality (basic to advanced) for using the EHR. Therefore, to realign with the industry, EL&PD transformed their curriculums into university-level courses. The 100-level courses are composed of basic core fundamentals that all students need to learn to use the EHR. The 200-level courses are separated into role-based content so that a Labor and Delivery Nurse or Patient Access registrar, or a Hospital Billing Professional will learn exactly what they need to perform their job.



**Figure 3: University Level Courses at SCL Health**

| EL&PD Services Team | 100 Level        | 200 Level                   | 300 Level                      | 400 Level            | 500 Level               |
|---------------------|------------------|-----------------------------|--------------------------------|----------------------|-------------------------|
| <b>Clinical</b>     | Epic Basics      | Role-specific Epic          | Personalization and Onboarding | Optimization         | NA                      |
| <b>Revenue</b>      | Core Foundations | Role-specific Revenue Cycle | Role-specific daily work       | Continuing Education | NA                      |
| <b>Enterprise</b>   | Core 100         | Core 200                    | Core 300                       | Core 400             | Core 500 Transformation |

| SCL Health Associates: Who attends? | 100 Level               | 200 Level                              | 300 Level                      | 400 Level         | 500 Level                           |
|-------------------------------------|-------------------------|--|--------------------------------|-------------------|-------------------------------------|
| <b>Clinical and Revenue</b>         | Everyone – within scope | Breaks out into high level specialties | Role-specific specialists only | As needed         | N/A                                 |
| <b>Enterprise</b>                   | All leaders             | New to SCL Health leaders              | Incumbent leaders              | Executive leaders | Care site / region specific leaders |

Source: SCL Health

The actual process to achieve a high-level university structure varied for each team; however, the method they used to get there and to develop a skill hierarchy from beginner to advanced competencies was delivered through the lens of Criterion Referenced Instruction (CRI) and Design.

There are several benefits that offered a return on investment through this course structure, both tangible and intangible. First, realigning course structure throughout the enterprise allowed for the models and methodologies used as a learning team to be visible to anyone within or coming into the organization.

For the Revenue Services team, the Core 100-level classes organically allowed for a savings in time-to-train metrics; on the Front Range area of Colorado (Denver and greater surrounding areas), new employees could be trained up to three weeks earlier. This was possible due to the ability to offer Core 100-level classes more frequently. Cross-trained members of the Revenue team could also now train a variety of students from different parts of their respective system services at the same time while systematically preparing them for their specific performance outcomes needed once they are on the job. In addition to the condensing of multiple classes into one Core Foundation-level class, performance-based exercise booklets that were previously printed for all students in the Core 100 class were enhanced to be fully online, interactive and easy-to-use eBooklets. The design from a printed hard copy to a fully digital eBooklet naturally reduced the number of pages from 42 pages printed to 31 pages online. Previously, hard copy workbooks were printed for each student in class and included a couple extras, just in

case a student were to unexpectedly attend. If the class was outside of the Front Range region, the books were printed and shipped to instructors monthly.

For Front Range classes, the development of a fully digital eBooklet resulted in a printing savings of \$2,900 per year.

For classes outside of that region, the move from hard printed copy to a fully digital workbook in the Western Slope, Colorado and Montana regions in itself adds up to a \$3,751 per year; add shipping monthly for a 10-pound package at an average shipping cost of \$20 per package is an extra \$960 in savings. This leaves the total average savings per year that this operational move granted at \$7,621 per year.

For the Clinical team, course realignment also enabled them to implement an EHR placement assessment. The placement assessment would allow new hires to demonstrate their knowledge and skills using the EHR. The placement assessment covers EHR basic fundamentals that allow a student who achieves a score of greater than or equal to 80% to test out of attending the Level 100 class and be fast-tracked in the advanced Level 200 class.

In April 2020, EL&PD was successful in implementing the placement assessment with a target audience of new hire hospital nurses. Out of the 32 nurses who took the placement assessment, 26 scored greater than or equal to 80%. This resulted in an 81% pass rate, which correlates to the industry study that showed 80% of the new hires have experience using EHRs. This favorable result has paved the way for EL&PD to implement placement assessments for all clinical new hires.

## **Talent**

When recruiting or upskilling talent, EL&PD leadership members strive to make decisions that are both aligned with organizational need and a best-fit for both the new hire and the team. They have developed a framework for hiring skilled and purpose-driven team members. Team members also have a say in new candidates, and they too have also developed a strategy that aligns with the same qualities as the SCL Health Talent Acquisition team.

In 2019, EL&PD grew by 15%, with the addition of eight new members. Five of these employees were hired into the EL&PD team as a result of defined business needs in the area of EHR educational delivery. EL&PD acquired the responsibility for EHR clinical educational delivery from the Healthcare Informatics (HI) team, following a department restructuring in HI. EL&PD was grateful to have the opportunity to develop a cohesive instructor pool for clinical resources, instead of having to rely on partnerships throughout the organization. This acquisition supported multiple strategic initiatives and each of the Mission Forward 2025 imperatives — Aligned and Empowered Organization, Growth,

Aligned Clinician Network, and Clinical and Operational Transformation. Three other positions acquired in 2019 were identified as a result of an executive review of the High Reliability Organization (HRO) offerings and change management courses conducted by the SCL Health System Clinical Quality department. EL&PD welcomed these three resources into the L&D community of practice eagerly. These course offerings and employee resources were a natural fit for the team.

As SCL Health was facing growth as a result of acquiring a new community connect hospital in rural Colorado, organizational leadership allocated a team of five new learning and development positions, who reported directly to the local hospital. The enterprise learning team took advantage of the opportunity to also train these trainers, using the same methodology that's used to train new employees throughout the SCL Health enterprise, and invited those five resources to join the L&D community of practice.

**Goal: Continue investment in Criterion Referenced Instruction (CRI) methodology — performance-based instructional design and delivery methods and practices.** Criterion Referenced Instructional (CRI) design is a well-respected and vocationally relevant methodology that fits perfectly into an evidence-based environment such as healthcare. The EL&PD team is a staunch advocate of the methodology and has established it as the preferred performance language of record in the organization. The theory behind this is that if all human performance systems, including training, are designed and built on the same methodological platform (CRI), there will be a higher likelihood that cohesive and consistent performance-based processes for how to do things throughout the organization will prevail. It's important to note that CRI is a methodology, not a model. After all, organizations can tell their employees “what” to do, but if there is not a standard way of “how” to do it, the organization cannot truly be aligned.

In 2015, SCL Health invested in bringing a Certified Instructional Technologist (CIT) and Mastering Instructor-Led Training (MILT) Certification in house. By May of 2020, the team of 54 collectively boasts 25 CITs and nine Certified Instructors. The saturation level of CITs and certified instructors dropped in 2019, in part due to internal promotions, as well as the acquisition of new team members. EL&PD leadership has established high standards for achievement among its team members and now requires instructional designers obtain their CIT certification within the first year of employment. The same standard is in place for instructors as it applies to the MILT Certification. To ensure this is achievable, the EL&PD leadership team has committed to offering EL&PD team members numerous course offerings each year. Instructors are invited to obtain their CRI certification in addition to their MILT certification. The same can be said for instructional designers who desire a MILT certification.

### **Time-to-Train**

At SCL Health, new employees can be broadly grouped into three areas: clinical, revenue, and system (finance, IT, marketing, human resources, etc.). The majority of new-hire training for the clinical and revenue roles consists of teaching job tasks in the EHR (scheduling patients, registering patients on arrival, documenting care, managing medications, messaging patients, sending out bills, making financial adjustments and so on). As a result, all new employees will go through new employee welcome. After that, if they serve a clinical or revenue-focused function, they will be scheduled to participate in additional EHR-specific training. For EL&PD to effectively support this number of roles, it was critical to streamline and standardize all three types of training. Done well, enterprise-wide streamlining would mean reduced time-to-train overall. Here's how the team accomplished this feat.

**Goal: Expedite new employees moving from training to performing on the job as quickly as possible.** While The Joint Commission (TJC) mandates that all clinical employees complete training within 30 days post-hire, SCL Health's EL&PD team, in cooperation with Professional Practice and Nursing Research team, agreed to remove the first day of the instructor-led requirement for New Employee Welcome, thereby creating a 20% reduction in the time it took to move a trainee from New Employee Welcome to the floor. This left four days for the completion of clinical orientation (one day) site orientation, (one day) and Epic training (two days).

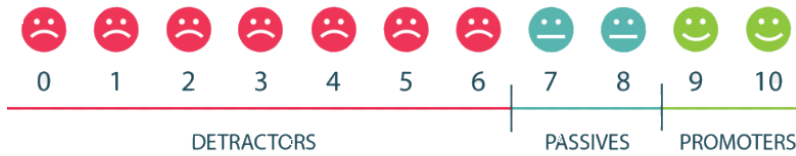
A 66% reduction in the amount of time granted to complete The Joint Commission requirement for New Employee Welcome was agreed to by the same parties. This decision enabled new employee to begin working on the floor within four days of start date. In the event that a clinical employee assigned to two days of Epic training (following their successful completion of clinical and site orientation) is able to successfully test out of Epic 100, theoretically, the employee could then be performing on their job within three days of their start date. This represents a 40% improvement in the amount of time it takes to move from training to performing on the job.

### **Learner Experience Feedback**

The Enterprise Services team utilizes Net Promoter Scores (NPS) as a measurement of success for New Employee Welcome. Like all programs offered at SCL Health, New Employee Welcome is structured to include a Level 1 Kirkpatrick (Learner satisfaction) survey. SCL Health simplifies the Level 1 survey by utilizing a Net Promoter question.

**Figure 4: Net Promoter Question**

Q: On a scale of zero to 10, how likely are you to recommend this course to others?



$$\text{😊 \%} - \text{😞 \%} = \text{NET PROMOTER SCORE}$$

Source: SCL Health

2019 marked the launch of an online version of New Employee Welcome for the purpose of meeting the needs of new employees hired in geographical locations more than 75 miles away from an SCL Health care site location. The main goal of the launch was to promote inclusion in the workplace to fully remote employees. This new, online approach included discussion boards for interactivity with other SCL Health new employees to further promote cohesiveness throughout the organization.

Perhaps the highest value the move to a fully online version of New Employee Welcome provided the team was the reduction in time-to-train from the usual 8 hours, down to 4 hours, thereby reducing the time-to-train by 50%. Given an average hourly rate of \$36 per hour and a savings of 4 hours per individual, in 2019, \$2,160 in labor costs were saved. Prompted by the advent of the COVID-19 global pandemic, SCL Health's EL&PD team pivoted and began the implementation and adoption of this self-directed New Employee Welcome for all new employees. In doing so, SCL Health recovered a labor cost savings of \$50,400. It is estimated that approximately \$300,000 in potential labor cost-savings could be recovered.

### **Clinical and Revenue EHR Training**

In 2019, one of the outcomes from the Mission Forward 2025 strategic imperative for Clinical and Operational Transformation was the absorption of clinical EHR new-hire instruction. Historically, each hospital and clinic had staff members who would have the additional responsibility of instructing their new hires. These staff members had other roles and duties; therefore, it became exceedingly difficult for any consistency in providing all new hires EHR instruction. In some instances, the new hire would be assigned to the department prior to any formal EHR instruction. To resolve this issue, and provide consistency and standardization across the health system, EL&PD absorbed the responsibility for clinical EHR instruction for new hires.

One of the challenges in absorbing the new responsibility was how to obtain the resources to achieve the same or better results. EL&PD was tasked with providing EHR instruction to all new clinical roles onboarding into SCL Health. This equated to offering EHR instruction to approximately 4,000 annual clinical new hires within three regional areas for eight hospitals and 200-plus clinics which spreads over two states.

**Figure 5: Clinical New Hires by Year**

| Year | Clinical Hires |
|------|----------------|
| 2017 | 3,478          |
| 2018 | 3,954          |
| 2019 | 4,140          |

Source: SCL Health

By mid-year, EL&PD had obtained approval to receive five full-time positions that would have the role of EHR clinical instructor. However, the health system was undergoing stewardship initiatives therefore the new positions must be transferred from other departments. EL&PD partnered with other departments and was able to secure five positions. The positions were unfilled which meant EL&PD would post the new EHR clinical instructor role and hire staff to fill them. By September 2019, EL&PD had hired and upskilled five EHR clinical instructors who were based in each of the three regional areas:

- 3 Instructors based in Denver, CO to support the Front Range hospitals and clinics
- 1 Instructor based in Grand Junction CO to support the Western Slope hospital and clinics
- 1 Instructor based in Billings, MT to support the Montana hospitals and clinics

By the end of 2019, a significant transformation had occurred. All clinical new hires were attending a set schedule of EHR instruction during their first week of onboarding with SCL Health. EL&PD had not only achieved but exceeded the goal.

### **Increased Team Agility and Innovation**

In the first quarter of 2020, the COVID-19 virus struck, which impacted SCL Health in all regions. EL&PD was asked to provide EHR instruction remotely (versus in-person) plus to increase the offerings of classes to accommodate surge staffing that was needed for COVID-19 support. Some of the innovations and outcomes that have occurred from offering remote EMR clinical and revenue classes during COVID-19 restrictions are:

- Increased offerings of nursing, clinical non-nursing and provider classes to daily (versus offered only once per week or bi-weekly in regions which was due to number of onsite EL&PD clinical instructors)
- Ability with remote instruction and workforce to provide multiple class sessions per day and per week (utilizing only the EL&PD 5 instructor resources)
- Increased number of hospitals and clinics EL&PD can serve by opening remote classes to them (formerly unable to attend due to travel restrictions)
- Increased population served by adding sessions to accommodate contracted nurses and surge staffing (still staying within the five instructor resources)
- Increased course offerings to include contracted and retired providers assisting with COVID-19 support
- Process improvement for scheduling EHR training utilizing calendar invites with link to remote class sent to new hires' personal emails
- Specific courses were developed to "upskill" existing employees in areas of the Revenue Cycle to be able to assist in highly-impacted care site registrar positions
- Increased efficiencies due to ability for revenue instructors to deliver classes across region
- Increased efficiencies due to ability for revenue participants in multiple regions to join a single class
- Instructors were up skilled on how to conduct training in a digital classroom
- An eLearning for employees was developed that outlined how to use SCL Health's required technology for digital classrooms: Google Meet and Google Classroom

### **Programs**

Much like the CRI methodology invites instructional designers to fill the gaps between what learners know now, and what they need to know to complete their jobs, EL&PD needed to review and in some cases revamp the existing curriculum to identify those gaps, and shape a pathway toward the needs of targeted SCL Health constituents, to assist in facilitating career development. The evaluation would initiate an array of high-quality training programs that, when combined, fulfill the universal development needs. Given the appetite for development, the need to balance the associated investment and with full intention to focus in on the biggest gaps, it was decided that leadership development and customer service opportunities had the highest return on employee engagement, talent development and overall patient satisfaction.

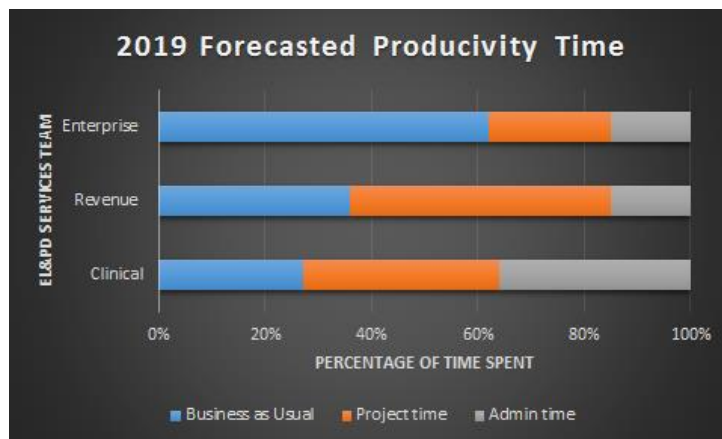
### Tools and Tech

Leverage the technology infrastructure and tools needed to enable efficient and effective development, delivery and management of training programs and by SCL Health care sites.

**Goal: All programs developed by EL&PD will relish in the use of RoboHead Analytics as a mechanism that would monitor and report completion status against a plan to action.**

EL&PD established RoboHead data analytics and reporting standards to document and account for the hours invested, and develop a formula to both forecast and calculate productivity time. The tools allow for productive hours to be sliced and diced into a data set for individuals, a services team or even specific project time. These guidelines and tools enabled care site educators to efficiently and effectively meet the unique learning needs of their care sites and/or regions. The outcome, would drive the prioritization of deliverables, and support workload capacity to ensure that valuable resources were not over-allocated. The outcome, resulted in a near accurate forecast of 2019 productive time. The following graphs illustrate forecasted productivity and actual productivity time in 2019. Clinical and Revenue teams found themselves increasing project time to account for an Electronic Health Record system upgrade.

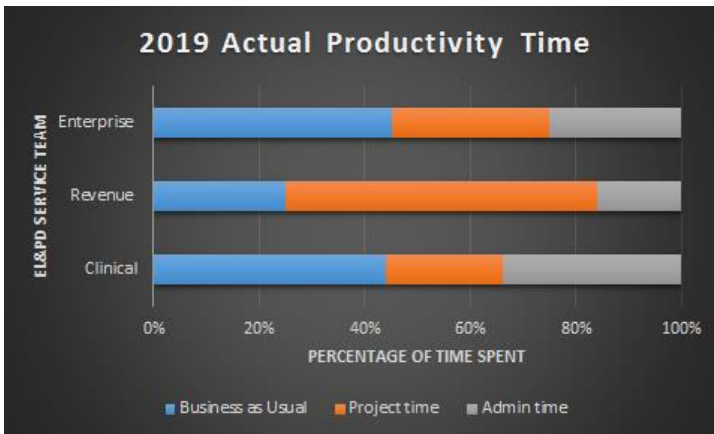
**Figure 6: 2019 Forecasted Productivity Time**



Source: SCL Health 2020

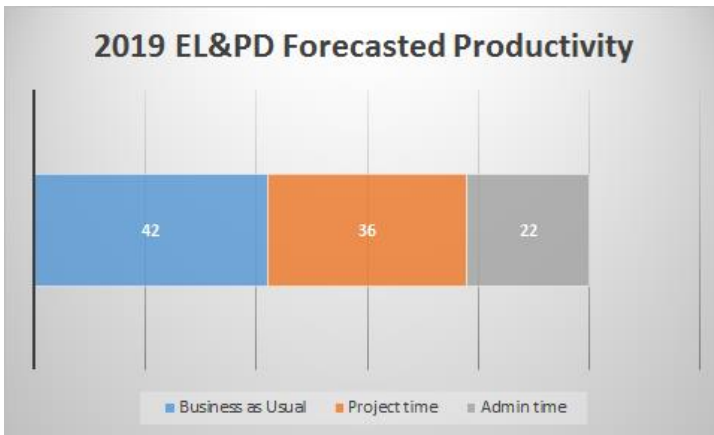


Figure 7: 2019 Actual Productivity Time



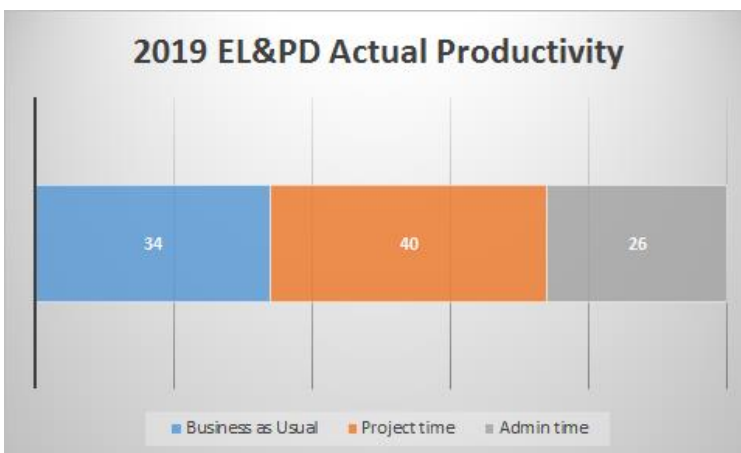
Source: SCL Health

Figure 8: EL&PD Forecasted Productivity



Source: SCL Health

Figure 9: 2019 EL&PD Actual Productivity



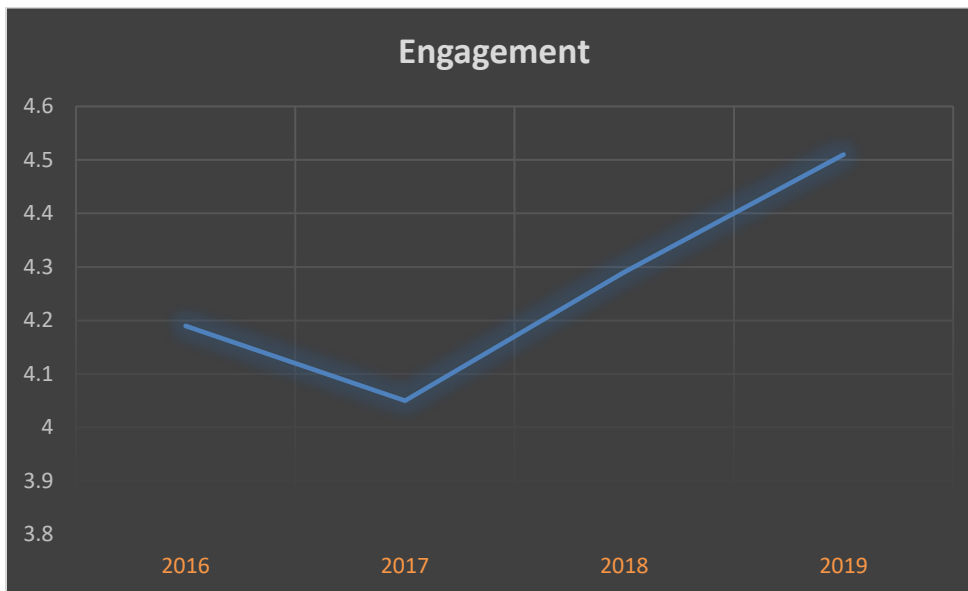
Source: SCL Health

RoboHead also serves as a critical project management tool for the team, whereby they can upload deliverables for stakeholder review and document deliverable approvals, timelines and tasks associated with the project, campaign or initiative.

### Employee Engagement

**Goal: Achieve 100% participation in employee engagement survey, improve EL&PD and sub-team scores by one team index.** In 2019, EL&PD not only achieved 100% participation in their annual employee engagement surveys, they achieved the highest team index status, Tier 1. Team Index 1 status overall with sub-team (CSS, ESS, RSS) also achieving Team Index 1 status. 2019 marked the first year that the entire team, as well as each sub-team achieved a Tier 1 status, once again setting the exemplary bar for the rest of the organization.

Figure 10: EL&PD Employee Engagement Scores



Source: SCL Health

### Learning Approaches

From 2018 and until present, EL&PD collectively transformed business processes using data to drive decisions. They continue to utilize tools from other organizational departments along with internally purchased productivity software to leverage and enhance team functionality and capabilities. Additionally, RoboHead Analytics enabled team leaders to calculate productivity of the team. Productivity would be defined as "Productive use of available capacity." Unlike other organizations who may employee productivity by manufacturing, SCL Health looks at it as an hour of employees time, is a commodity. Stewardship values guide and preserve the resources they are allocated.

Employees, being a high asset and priority, hours and availabilities are recognized as the highest values. Team performance requirements mandate that all members document their time for current and upcoming projects.

Over the last 16 months, the EL&PD team has continued its systematic learning department efforts governed by a deliberate intention of guiding principle calling for the sustainment of Bersin/Deliotte — defined hybrid learning and development organization model. This guiding principle not only guides the team decision making and ensures organizational alignment within the community of practice known as learning and development.

When evaluating new training models, EL&PD strives to match the best learning solutions with the defined training need in a collaborative manner with its stakeholders. Within the past year, EL&PD had the opportunity to evaluate a soft skills customer service training approach due to a request by the Revenue Cycle Customer Service department and other patient-service departments. The business needs of the departments were collected and defined. EL&PD also validated that the initiative supported SCL Health's overarching strategic imperative of developing an Aligned and Empowered Organization. After researching a number of available offerings, each with demonstrable results from reliable vendors, EL&PD in collaboration with the operational leaders narrowed the selections down to three vendors. The EL&PD and customer service collaborative team examined the instructional models provided by the vendors to determine the best philosophical and operational fit for SCL Health. After evaluating the business needs in comparison to the available models, the team selected Service Ready™ by Miller Heiman/Korn Ferry. A pilot was conducted with operational representatives and feedback was obtained that pointed to the need to customize the course to healthcare and SCL Health, specifically. EL&PD proceeded to contract with Miller Heiman/Korn Ferry for a customized version of the course. The customization was completed as a collaborative effort between EL&PD and the customer service departments. The course was implemented in October 2019.

## Delivery of Solution

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The EL&PD strategy directly addresses the SCL Health embedded strategic objective: Leveraging Skill, Scale and Talent, enabling them to:

- Leverage a structure that creates scalability and efficiency, while maintaining the ability to support care site-specific needs.
- Ensure EL&PD strategies, priorities, resources, tools and actions are aligned and coordinated across the enterprise.
- Continuously leverage existing EL&PD resources and internal best practices.

- Support small and/or remote SCL Health care sites, and unsupported or under-supported constituent groups.
- Ensure a consistent and high-quality learning experience for employees.
- Eliminate redundancy and waste within EL&PD and the enterprise.
- Enjoy a healthy and measurable ROI on EL&PD activities.

## Overall

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The EL&PD Team at SCL Health has pledged to grow their organizational learners, and, continue to approach adult learning theory, with the collective understanding that:

- Learning comes from everyday experience, and exists in small bursts.
- Learning is enhanced when it comes from peers; and, peers are considered experts.
- Learning is a part of their organizational DNA; learning is a part of their culture.
- Learning is a journey, an experience.

They have pledged to improve accessibility and become driven to provide increased access for employees to just-in-time and on-demand access via a wide variety of learning modalities.

They pledge to leverage technology appropriately, and, influence:

- The enterprise adoption of new, innovative learning solutions and modalities.
- The creation of personal learning journey collaterals, tailored to employees.
- The enablement of user-generated content and curated content.

They pledge to enhance the learner experience and advocate learning that drives employees to reach proficiency in their jobs in the shortest possible time frame. And they will advocate for a wider variety of learning experiences to be made available that are diverse and connect learning through context.

Figure 12: EL&PD Strategy Components



Source: SCL Health

## About Brandon Hall Group

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