

## SCL Health’s Foundational LD Results in Bottom-Line Benefits

SCL Health and Root, Inc.

Best Advance in Measuring the Impact of Leadership Development

January 2022



### Company Background



<b>Company-at-a-Glance</b>	SCL Health
<b>Headquarters</b>	Broomfield, CO
<b>Year Founded</b>	1864
<b>Revenue</b>	\$2.8 billion
<b>Employees</b>	17,500
<b>Global Scale</b>	U.S. Rocky Mountain States and Kansas
<b>Customers/Output, etc.</b>	SCL Health is a faith-based nonprofit healthcare system whose services span acute care, emergency services, primary care and specialty clinics, along with freestanding emergency centers, home health, hospice, mental health centers, community connect hospitals and long-term care. SCL Health furnishes these services across the U.S Rocky Mountain States (CO, MT, WY, UT) and Kansas.
<b>Industry</b>	Healthcare
<b>Stock Symbol</b>	N/A nonprofit
<b>Website</b>	<a href="http://www.sclhealth.org">www.sclhealth.org</a>

## Company Background



<b>Company-at-a-Glance</b>	Root, Inc.
<b>Headquarters</b>	Sylvania, OH
<b>Year Founded</b>	1993
<b>Revenue</b>	\$25 million
<b>Employees</b>	150
<b>Global Scale</b>	Root Inc. provides services to clients around the world.
<b>Customers/Output, etc.</b>	More than 1,000 of Fortune 2000 companies have worked with Root to activate, motivate, and inspire people to accelerate the speed of strategic and culture change through a combination of disruptive methods, storytelling and interactive experiences.
<b>Industry</b>	Change consultancy
<b>Website</b>	<a href="http://Rootinc.com">Rootinc.com</a>

## Budget and Timeframe

<b>Overall budget</b>	\$750,000 over three years (\$250,000 per year)
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	11 employees: one manager, nine facilitators, one learning logistics coordinator
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	15 employees: two vice presidents, one manager, focus group of 12 associates
<b>Number of contractors involved with implementation</b>	Two contractors: one instructional designer, one manager
<b>Timeframe to implement</b>	January 2017-December 2019
<b>Start date of the program</b>	The initial (standard Root content) pilot occurred in May 2017. The customized program for SCL Health was implemented in August 2017.

## Business Conditions and Business Needs

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Healthcare in the United States is a turbulent industry. Over the past several years, SCL Health, similar to many American healthcare systems, has been on a quest to find innovative ways to strengthen the organization and augment its success. In 2017, when SCL Health first began its journey to implement a frontline leadership development program, the ministry leadership executives, led by the CEO, evaluated the shifts needed for transformation. To do it well the organization focused on the following strategic shifts:

- From Providing Sick Care to Improving Health
- From a Holding Company to an Operating Company
- From Faith-Based Partnerships to Strategic Partnerships
- From a Group of Entities to One SCL Health

SCL Health wanted to boost the contribution of its leaders in this quest so that it remained a stalwart health system that could weather turbulent times. In short, SCL Health needed leaders who could lead their teams to positively contribute to the success of the organization.

### Business Needs

Prior to 2017, SCL Health had limited leadership development offerings, with most led independently at separate care sites. A standard, organization-wide leadership philosophy had not yet been implemented to support the efficiencies of an operating company model. The ministry leadership executives (C-Suite) and the Vice President of Enterprise Learning & Personal Development (EL&PD) at SCL Health wanted to implement a leadership development program that built core, frontline leadership competencies that focused on a mindset and skill set of efficiency, integration and collaboration. They wanted a program built on world-class thought leadership that had demonstrated positive outcomes. From a learner experience perspective, they wanted an innovative approach that included a high level of learner participation and a low level of instructor involvement (guide on the side). They also wanted a program that engaged all types of learners (visual, kinesthetic and auditory) and required that participants take responsibility for their outcomes.

In addition to core leadership competencies, the SCL Health executives wanted to raise the collective bar. They wanted to ensure individual leaders focused their attention on the impact they can have on the success of the organization. Healthcare leaders do not always think about the business side of what they do every day. They focus primarily on people – treating illnesses, curing diseases, and serving patients' needs. As part of a leadership development program, SCL Health wanted to include a focus on the business

side of healthcare. How is healthcare measured throughout the industry? What key metrics demonstrate success? How does SCL Health measure the success of its organization, clinics, providers, and support departments? The executives wanted to highlight how each leader can lead their teams to increase business results, so that the sum of all parts, the entire organization, is fortified and sustains its viability.

As part of the overall criteria, the selected program needed to fit the organization's focus on its Stewardship core value; it had to provide a positive return on investment (ROI) that demonstrated that both the leaders and the health system obtained value from the learning. After extensive review SCL Health determined that the Compass® Leadership Development program by Root, Inc. matched its philosophy, learning model and business needs. The two organizations entered into a working partnership to implement the program.

## Overview

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### Measurement Approach and Impact

As a healthcare organization, SCL Health adopts evidence-based methodologies upon which to base its operational practices. SCL Health followed the Phillips ROI Methodology to measure the success of the Root Compass® program.

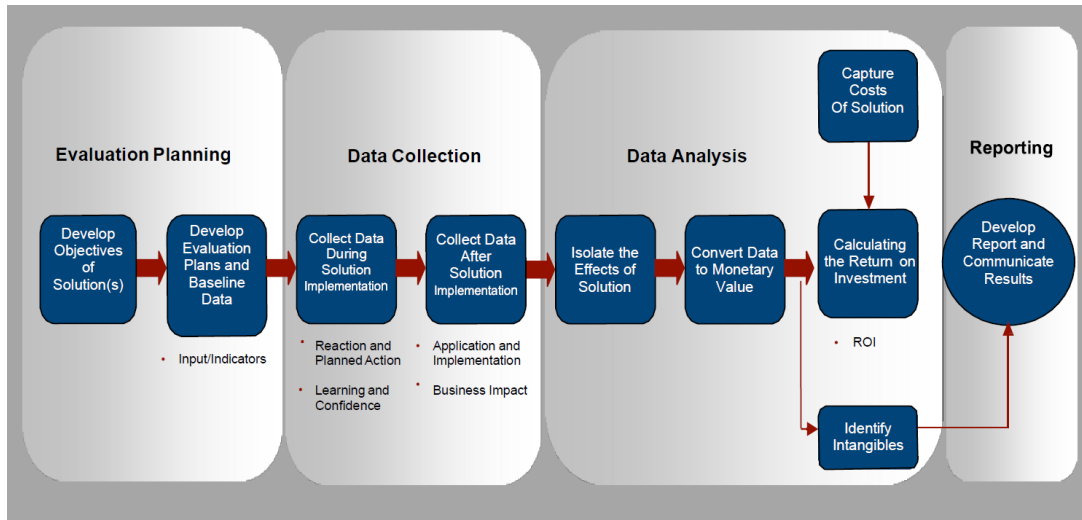
### Objectives for the Measurement Approach

Following the Phillips ROI methodology, SCL Health planned and completed a comprehensive evaluation of the Root Compass program to measure its success. The objectives of the evaluation were to:

- Determine the effectiveness of the Root Compass program in preparing front-line leaders for their leadership roles.
- Determine the effectiveness of the Root Compass program in introducing leaders to the ways leadership skills contribute to the measurable success of the organization.
- Evaluate the impact of the Root Compass program in measurable business contributions to SCL Health, up to and including the calculation of the return on investment.

These objectives were pursued and achieved through following the comprehensive data collection and analysis process shown in Figure 1.

Figure 1: ROI Methodology Process Model



## Design

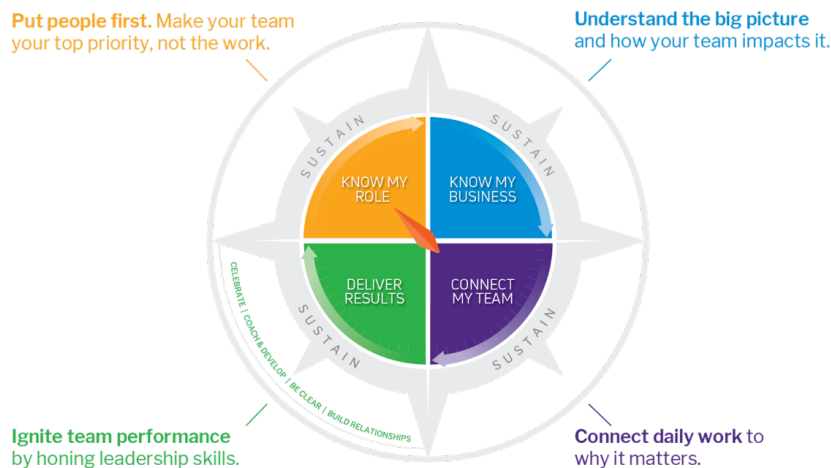
### Design of the Leadership Development Program

#### Framework

The Root Compass leadership navigation system helps leaders deliver results through others. The framework, illustrated in Figure 2, encompasses a set of progressive mindsets and enduring tactical skills.

Figure 2: Root Compass Leadership Navigation System

### ROOT COMPASS® LEADERSHIP NAVIGATION SYSTEM



Effectively delivering results through others requires several pivotal strategic mindsets. These are represented in the first three components of the framework: putting people first, understanding the big picture and connecting work to why it matters.

In this strategic frame of mind, leaders hone skills with an added impact to team performance. These are represented in the Deliver Results component: build relationships, be clear, coach and develop and celebrate to follow up on desired results. Root leverages world-class content for each component of the Root Compass leadership navigation system.

### **Forum**

Leaders learn the Root Compass leadership navigation system through an immersive workshop with eight distinct modules designed to enhance capabilities to achieve results through others. Leaders work in small groups to complete the workshop.

Learning happens peer-to-peer to improve relevance and retention. Facilitators guide rather than teach. Table dialogue and group activities provide experiential learning for participants to arrive at their own conclusions and next steps. Learning maps create metaphorical connections for participants to their role as a leader and SCL Health's role within the healthcare industry. Leaders work on their own real-life scenarios to assist in the transfer of learning to their unique roles. Small groups remain intact to complete post-workshop sustainment activities, bolstering accountability.

### **Focus**





Leaders in healthcare face unique challenges. Industry forces create pressure for current stakeholders and a case for large-scale transformation. In addition, healthcare providers magnetize toward patient care and misunderstand or underplay the criticality of business vitality.

With this need to focus on the business, enhancements to the foundational program for SCL Health included: 1) emphasis on progress with a key performance measurement; 2) deep dives into industry forces creating a case for change, including the organizational shifts needed to thrive amidst industry forces; and 3) sustainment activities focused on Return on Investment. These adaptations to the workshop help leaders at SCL Health become more business-savvy.

- Before the workshop, each leader selects a key performance measurement they are accountable for improving. Throughout the workshop, leaders connect learnings from each component to action plans for improving that key

performance measurement. A sample from the Action Planning Journal is provided in Figure 3.

**Figure 3: Action Planning Journal**

KNOW MY ROLE <span style="float: right;">5</span>	
 <b>STOP</b>	<p>What one thing will you stop doing or delegate to others?</p>
 <b>START</b>	<p>What one thing will you commit to doing differently as a result of this experience?</p>
 <b>CONTINUE</b>	<p>What one thing will you continue to do to achieve the results you want?</p>
 <b>CONNECTIONS</b>	<p>Which of our SCL Health leadership behaviors does this module support?</p> <p>What have you learned in this module that can help you make progress on your key metric?</p>

Root Compass® © 2014 Root

- During the workshop, the Know My Business deep dive provides a big picture view of the healthcare industry using a Learning Map® experience entitled “Healthcare’s Perfect Storm.” The map is depicted in Figure 4.

**Figure 4: Healthcare's Perfect Storm**



The discussion examines and links 15 different industry metrics:

- |                                       |  |
|---------------------------------------|--|
| 1) What We Spend                      | 9) Trade-offs                          |
| 2) Aging Population                   | 10) Number of Uninsured                |
| 3) Cost of Treating Chronic Diseases  | 11) Average Deductible                 |
| 4) Cost of Care                       | 12) Value-based Payments               |
| 5) Share of Overall Spending          | 13) Employee Contributions to Premiums |
| 6) Level of Health                    | 14) Wages                              |
| 7) Value of Healthcare Spending (ROI) | 15) Insurance Costs                    |
| 8) Spend by Category                  |  |

The Learning Map experience highlights various stakeholders and business models and encourages forecasting. This exercise was a change management mechanism that supported the high-level strategy being implemented by SCL Health's CEO. The experience drives home SCL Health's strategy to thrive amidst industry chaos with full group discussion around the organization's transformational shifts.



Customizing curriculum sometimes leads organizations down a path toward primarily company-sponsored propaganda. SCL Health made a conscious, concerted effort to educate leaders about the industry and trust them to discover and react to the overwhelming case for change on their own accord.

- After the workshop, participants reconvene twice to work through customized sustainment activities dedicated to understanding their area’s key metrics as well as Return on Investment and the responsibility of business-savvy leaders to guide daily work toward what matters most.

### Design of the SCL Health Measurement Process

SCL Health’s learning evaluators designed the measurement process by determining the type of instrument that would be used for each level of evaluation. The specific measurement instruments for each level were as follows:

Evaluation Level	Measurement Description	SCL Health’s Measurement Instruments
<b>Level 0 - Participation</b>	<ul style="list-style-type: none"> <li>• How many participants completed the program?</li> <li>• How many classes were held?</li> </ul>	<ul style="list-style-type: none"> <li>• HealthStream Learning Management System records</li> </ul>
<b>Level 1 – Reaction &amp; Planned Action</b>	<ul style="list-style-type: none"> <li>• What were the participants’ reactions to the program?</li> <li>• Did the course and instructor facilitate their learning?</li> </ul>	<ul style="list-style-type: none"> <li>• Google Forms survey including net promoter score, qualitative data, and quantitative data measuring the learning event</li> </ul>
<b>Level 2 – Learning</b>	<ul style="list-style-type: none"> <li>• What skills, knowledge, or attitudes changed?</li> </ul>	<ul style="list-style-type: none"> <li>• In-class skills demonstrations</li> <li>• Google Forms survey with data measuring ability to perform and intent to apply skills</li> </ul>
<b>Level 3 – Application &amp; Implementation</b>	<ul style="list-style-type: none"> <li>• Did participants apply what they learned on the job?</li> </ul>	<ul style="list-style-type: none"> <li>• Google Forms survey with data measuring success in applying learning</li> <li>• Two post-workshop sustainment sessions</li> <li>• Capstone presentations by cohort groups</li> </ul>

<b>Level 4 – Impact (Tangibles &amp; Intangibles)</b>	<ul style="list-style-type: none"> <li>• Did the on-the-job application produce measurable results to the organization?</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational measurement impacts reported via Google Forms survey</li> <li>• Associate Engagement Survey Results reported from Press Ganey</li> <li>• Industry-standard Patient satisfaction survey results (HCAHPS and CGCAHPS) from SCL Health</li> </ul>
<b>Level 5 - ROI</b>	<ul style="list-style-type: none"> <li>• Did the monetary value of the results exceed the cost of the program?</li> </ul>	<ul style="list-style-type: none"> <li>• Calculation of business impact compared to program costs</li> </ul>

### Assumptions

The Phillips ROI methodology includes 12 guiding principles that govern how ROI studies are completed. In all principles, the underlying tenet is that the most conservative data is used to not overstate the benefits of a program and reinforce the credibility of the analysis. The SCL Health evaluators adopted the Phillips ROI Guiding Principles to frame their analysis.

## Measurable Benefits

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### Results of the Leadership Development Program

SCL Health’s business needs and objectives for evaluating the Root Compass program were critical in guiding the learning evaluators to prioritize what to analyze and highlight as important findings. These objectives together with the Phillip ROI methodology were used to frame the analysis of the compiled results.

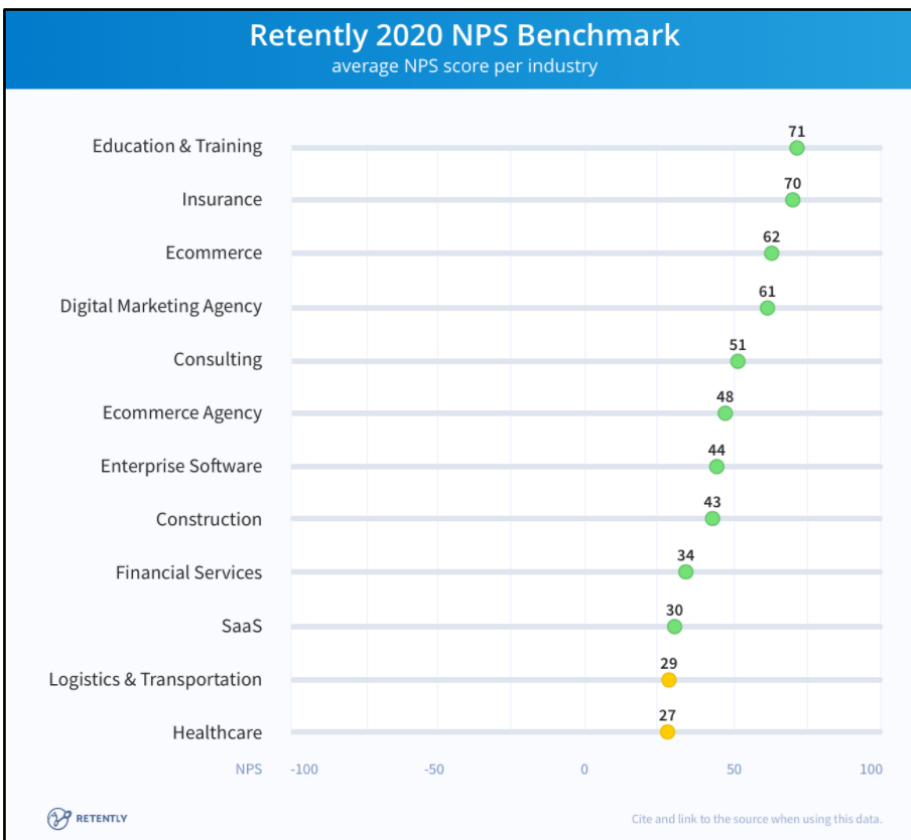
**Level 0 Results**

The Root Compass Leadership Development was delivered to 369 participants, in 19 sessions, over a period of 30 months.

**Level 1 Results**

The program received an average Net Promoter Score (NPS) of 84. Net Promoter Scores have differing expectations for different industries. As indicated in Figure 5, the average NPS for the Healthcare industry is 27, which is at the bottom for all industries. The Education and Training industry is at the top, with an average NPS of 71. The Root Compass program’s score of 84 indicates an exceptional healthcare learning experience. The majority of participants reported that they were likely to recommend the program to a peer or colleague.

**Figure 5: Net Promoter Score Industry Benchmarks**



### Level 2 Results

In addition to the completion of in-class skill demonstrations, on average the participants ranked their ability to perform the skills from the program as 4.5 out of 5. They ranked their intent to apply the skills on a daily basis as 4.7 out of 5. These results indicated that the leadership skills taught and practiced in the program were learned and participants had a strong intent to apply that learning.

### Level 3 Results

The participants ranked their success in applying the skills from each course objective on a scale of 1-5. The average ranking was 4.3, indicating that the participants were successful in applying the leadership skills back on the job.

### Level 4 Results

#### Cohort Capstone Presentations

Each of the two-division cohorts, the Revenue Service Center and the Front Range Medical Group, presented capstone presentations to executive leaders and other interested parties. Each capstone presentation reflected the unique perspective of the cohort group and demonstrated how the frontline leaders had impacted their operations through a leadership focus.

Figure 6: Slides from the Medical Group — Front Range Capstone Presentation



### Tangible Benefits

A wide range of tangible benefits were provided by the participants. These benefits represented how the leaders impacted their selected operational metric through applying their new leadership skills. Participants reported both improvements and declines in targeted operational metrics; *all* results were incorporated into the total. The cumulative increase in financial contribution reported by all leaders over their 90-day post-class period equaled \$5,485,956. These benefits demonstrate that SCL Health realized significant financial impact from the Root Compass program.

**Figure 7: Tangible Benefit Examples**

Tangible Benefit Examples			
Year	Department	Metric	90-day \$ Benefit/Loss
2017	Hospital Billing	Decrease Accounts Receivable > 90 Days	\$1,700,000
2017	Accounts Receivable	Decrease Discharged Not Billed	\$757,000
2017	Hospital Billing Cash	Decrease Total Hospital Billing Credit Amount	\$542,753
2017	Professional Billing Cash & Credits	Decrease matched deposits unposted at month end	\$393,206
2017	Professional Billing Follow-up	Decrease Final Denials	\$220,689
2017	Acute Patient Access	Increase Point of Service Collections	\$93,784
2017	Customer Service	Increase Final Billed Collections	-\$60,000
2017	Acute Patient Access	Increase Point of Service Collections	-\$35,828
2018	Health Information Management	Increase Personal Productivity through Delegation	\$1,676
2019	Heart and Vascular Institute Managers	Decrease Final Denials caused by Registration Errors	\$1,483

### Intangible Benefits — Operations

Participants often reported that they leveraged their leadership skills to impact metrics such as decreasing errors, improving quality assurance performance, or increasing patient referrals. In these categories, participants were not able to determine dollar amounts, yet the operational impact to the organization was still significant. These results were categorized as intangible benefits of the program. The 369 participants reported that they impacted 53 unique operational metric categories using their leadership skills.

**Figure 8: Intangible Operational Benefit Examples**

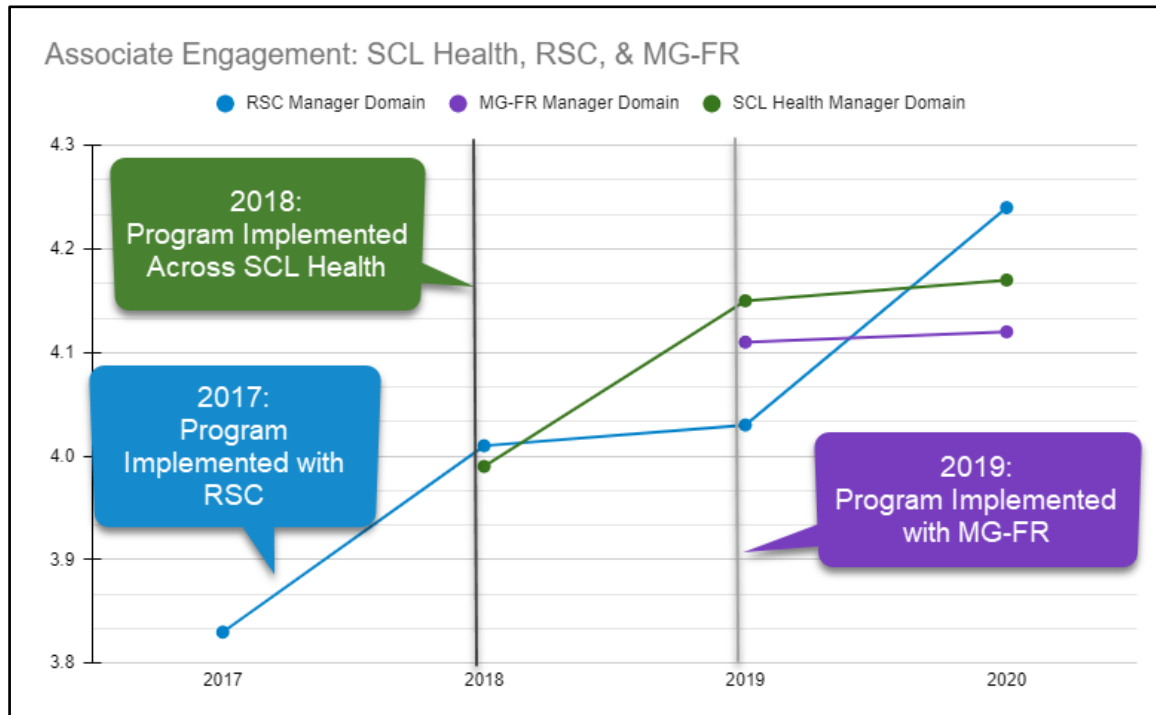
Intangible Benefit Examples			
Year	Department	Metric	90-day Benefit/Loss
2017	Montana Patient Access	Increase Point of Service Collections	Holy Rosary Hospital Increased 2.22%, St. Vincent Hospital Decreased 1.26%, St James Hospital Increased 0.34%
2017	Revenue Service Center - Hospital Billing	Decrease in Number of Missing Payments or Payment Correction Requests	Requests Decreased by 561
2018	St. Joseph Hospital Imaging	Increase in HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) scores	Patient Experience scores increased 0.5%
2019	Front Range Medical Group	Increase Point of Service Collections and Decrease Abandoned Phone Calls	Collections Improved on average \$2.50/patient. Abandoned Calls Decreased 2%.
2019	Front Range Medical Group - Foothills Clinics	Increase Team Communication	Communication Increased 50%
2019	Front Range Medical Group - Physical Medicine and Rehab	Increase Referrals to SCL Health Primary Care Providers	Increased 120 patients from March to May
2019	Front Range Medical Group - OB/GYN Clinics	Increase New Patient Growth	New Patients Increased 7816 in 4 months
2019	Front Range Medical Group - Northeast Clinics	Increase Positive Patient Interactions	Pre-Registration Increased 100% which Decreased Denials, New Patient Growth Increased 33%, Decreased Phone Message turn around to no more than 24 hrs
2019	Hospital Endoscopy Services	Decrease Workqueue Volume for Missing Information & Registration Review	Over the span of 1 month (April to May) wokqueue volume decreased 83%
2019	Heart Vascular Institute - North East Denver	Decrease Coverage Filing Order Errors	60% Decrease (January to April)

### Intangible Benefits — Associate Engagement

Many participants indicated that they targeted the engagement of their team members through their leadership skills. The Press Ganey Associate Engagement survey provides a set of questions specifically related to associates' perceptions of their manager's effectiveness. The Manager Domain engagement results are provided for the two cohort groups as well as the entire health system. According to Press Ganey, increases of 0.15 or more are statistically significant results that reflect targeted efforts to improve. Two of the three groups, RSC and all SCL Health, showed statistically significant improvements the first year after the program was introduced and sustained improvements in following

years. The Medical Group showed a slight improvement the first year. These benefits are included as impactful, but intangible.

**Figure 9: Associate Engagement 2017-20 Showing Root Compass Start Dates**



### Intangible Benefits — Patient Satisfaction

Some participants selected organizational metrics, such as the industry-standard patient satisfaction surveys for hospitals (HCAHPS) and clinics (CG-CAHPS). Neither the aggregated hospital (illustrated in Figure 10), nor the aggregated clinic (illustrated in Figure 11) patient satisfaction ratings significantly increased or decreased over the period of 2017-2020. Individual facility and clinic improvements occurred and were reported by some leaders as intangible benefits. Creating a competent care environment where associates are engaged and patients feel valued is a testament to the continuous improvement efforts of SCL Health's business-savvy leaders.

Figure 10: Hospital Patient Satisfaction (HCAHPS) across SCL Health 2017-20

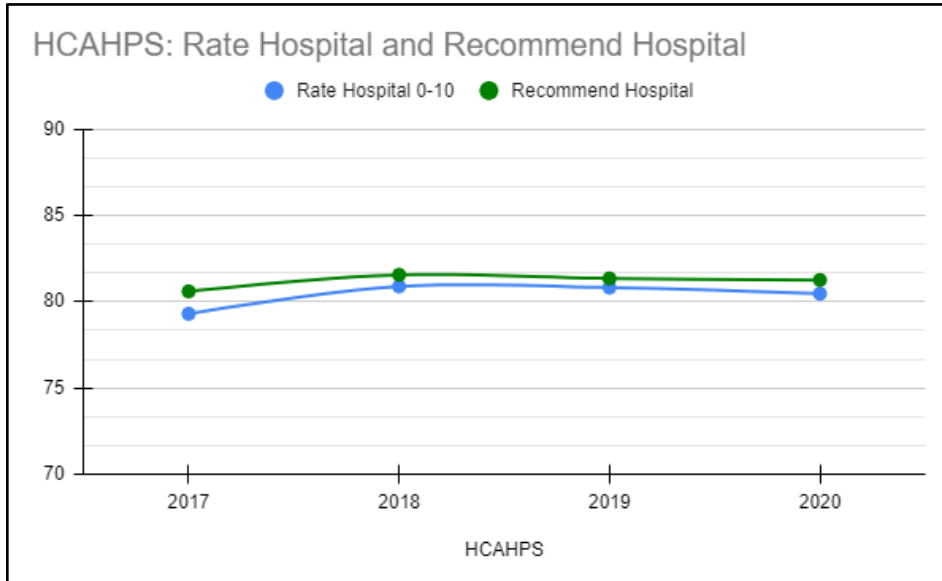
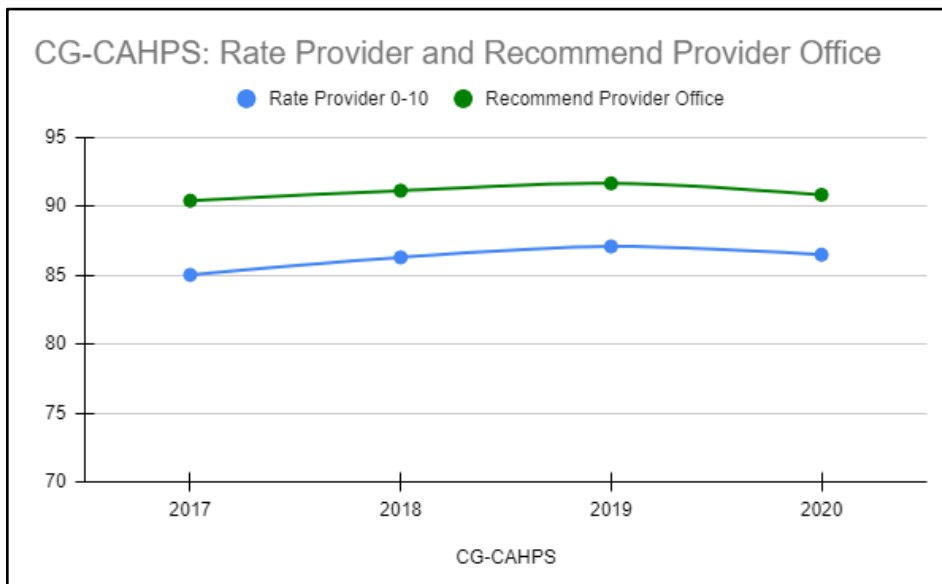


Figure 11: Clinic Patient Satisfaction (CG-CAHPS) across SCL Health 2017-20



**Level 5 Return on Investment Results**

Return on Investment (ROI) was calculated by comparing the tangible benefits from Level 4 to the fully weighted costs of the program using the following ROI calculation.

$$ROI (\%) = \frac{\text{Program Benefits} - \text{Program Costs}}{\text{Program Costs}} \times 100$$

Before the tangible benefits can be calculated, they must be isolated and validated as results solely attributable to the Root Compass learning. Participants and their leaders



reported their isolation estimations and confidence levels quite conservatively. On average the leaders reported with 70% confidence that 10% of the benefits were due to the Compass program. Each participant’s isolation factors were multiplied by their individual benefit to obtain the net 90-day benefit amount. The amount was subsequently annualized per participant. The participants’ annualized results were aggregated to determine the program benefits. Finally, the benefits and costs were entered into the ROI calculation formula.

**Figure 12: Return on Investment Calculation**

<b>SCL Health’s Root Compass® ROI</b>	
<b>Total 90-day Tangible Benefits for all Participants</b>	<b>\$5,485,956</b>
<b>Isolated to Root Compass</b>	<b>\$384,586</b>
<b>Annualized Tangible Benefits</b>	<b>\$1,538,342</b>
<b>Fully Loaded Costs 2017-2019</b>	<b>\$734,032</b>
<b>Return on Investment</b>	<b>110%</b>

The ROI for the Root Compass program from 2017-219 was 110%. The 110% result means that for every dollar spent planning, designing, facilitating, participating in and evaluating the program, SCL Health recouped that dollar plus an additional \$1.10. Not only did SCL Health’s investment return twice its costs, but leaders who participated in the program successfully demonstrated that their leadership efforts influence care outcomes for patients as well as financial results for the health system.

## Overall

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### Summary of Key Findings

SCL Health’s measurement of the Root Compass Leadership Development program revealed significant, positive results. Each level of measurement validates that the targeted objectives of both the leadership development program and its evaluation were met.

<i>Objective 1</i>	<i>Determine the effectiveness of the Root Compass program in preparing front-line leaders for their leadership roles.</i>
<i>Validated through:</i>	
<i>Level 1 — Net Promoter Score of 84 measuring likelihood to recommend the program</i> <i>Level 2 — 4.5 out of 5 measuring ability to perform skills, 4.7 out of 5 measuring intent to apply skills, all participants identified an operational measurement to impact using learned leadership skills</i> <i>Level 3 — 4.3 out of 5 measuring success in applying learning objectives on the job</i> <i>Level 4 — Participants reported ways they applied leadership skills to influence outcomes</i>	

<i>Objective 2</i>	<i>Determine the effectiveness of the Root Compass program in introducing leaders to the ways leadership skills contribute to the measurable success of the organization</i>
<i>Validated through:</i>	
<i>Level 2 — All participants identified an operational metric to impact using learned leadership skills</i> <i>Level 4 — Participants reported \$5,485,956 in 90-day tangible results and 53 unique categories of intangible results; cohort groups presented learning and operational outcomes to senior leaders</i>	

<i>Objective 3</i>	<i>Evaluate the impact of the Root Compass® program in measurable business contributions to SCL Health, up to and including the calculation of the return on investment</i>
<i>Validated through:</i>	
<i>Level 4 — Participants reported \$5,485,956 in 90-day tangible results and 53 unique categories of intangible results; cohort groups presented learning and operational outcomes from learning application to senior leaders</i> <i>Level 5 — The program provided 110% Return on Investment</i>	

SCL Health has demonstrated, through a unique leadership development approach, that its leaders are not only effective in their roles, but are able to lead their teams to contribute positively to the success of the organization.

### **Conclusion**

In 2017, when SCL Health introduced Root Compass to its frontline leaders, the CEO and other executive leaders of the health system wanted to shift the health system:

- From Providing Sick Care to Improving Health
- From a Holding Company to an Operating Company
- From Faith-Based Partnerships to Strategic Partnerships
- From a Group of Entities to One SCL Health

The Root Compass Leadership Development program was a change leadership forum not only to communicate these shifts, but also to successfully implement a standard leadership philosophy and practice across the system's disparate entities in its journey to become a financially stable, "One SCL Health." Today, the strategic shifts of the organization are well underway and SCL Health is stronger than ever, having weathered the first waves of the COVID-19 pandemic while still receiving an "Aa3 stable" financial rating in 2020 (Moody's, 2020).

In Root Inc.'s experience, health systems often avoid business-focused approaches to leadership. They prefer to focus on clinical outcomes over financial acumen. The SCL Health Root Compass® approach lends vitality to healthcare leadership by highlighting its leaders' ability to think about healthcare as a business. Not only does SCL Health focus on the clinical needs of patients, the organization focuses on how leaders contribute measurable results every day. These results allow SCL Health to remain financially viable so that it can continue its 160-year legacy to deliver wellness in the communities it serves.

### **Lessons Learned**

Over the course of the implementation and evaluation, there were core lessons learned that were used as foundations for continuous improvement.

### **Targeted Participation and Shared Accountability**

The first lesson was related to prioritizing participation in the Root Compass leadership development program. All leadership development offerings shared budget dollars; each course and related class offerings were scheduled in accordance with available funding and contracted statements of work. As a result, the Root Compass leadership development workshop was set up "by invitation only." HR Business Partners, together

with the leaders of the departments they supported, nominated participants with the highest potential for impact. A personalized message invited the participant to the class, outlined the purpose and goals of attendance and incorporated an expectation for post-class hardwiring. To close out the experience, all participants were asked to document up to three goals, including the targeted metric, in SMART goal format and discuss them with their nominating leader. Leveraging the nominating leader gave weight and meaning to participation and ensured accountability for the learning experience throughout.

### **Focused Outcomes**

The RSC division was the first group to fund classes for their associates to complete the Root Compass program as a cohort. After seeing the benefits of the cohort model, additional divisions wanted to provide this type of experience to their leaders. A secondary lesson emerged in the design of this cohort experience. The Medical Group — Front Range (primary care and specialty clinics located in the Denver metro area) prioritized specific metrics for the cohort to target through the 90-day capstone experience. This enabled the Medical Group to align their learning experience to specific operational goals as well as their annual associate engagement survey. Subsequent cohorts will follow this model.

### **Data Collection Efficiency**

SCL Health remains on a quest to measure its key leadership and skill development courses. The health system has shown significant maturation since 2017 in its use of operational metrics to drive performance. Data collection for learning, however, remains a manual process. SCL Health would greatly benefit from implementing a learning analytics application to assist in administering and tracking data for all levels of evaluation.

### **Next Steps**

The year 2020 brought unprecedented shifts in operational priorities for the SCL Health system; frontline leaders were addressing our communities' needs regarding the COVID-19 pandemic and the influx of patients requiring clinical and financial care. The Enterprise Learning & Personal Development team focused their efforts in 2020 to work on progressing the vision for the Root Compass Leadership Development program to reach broader audiences across role and geography.

### **New Levels of Leaders**

Leaders participating in the program identified the need for leadership development for their own team members. They often expressed during the program that the inclusive,

progressive approach to leadership incorporated in the Compass framework and the focus on key metrics could be taken to another level by equipping people on the front line to “lead from where they are.” As a result, SCL Health collaborated with Root to deliver the Root Compass Personal Leadership program. The focus on metrics continued and was incorporated as an exercise for associates to identify their personal productivity and team metrics as well as an Action Plan item to discuss these metrics with their leader. The program was piloted with a mix of team members whose leaders had completed the Compass workshop. The impact of this one-day immersion, based on the same leadership framework, was significant enough to offer the workshop enterprise-wide.

### **Broader Reach**

To both reduce travel costs and effectively reach participants across the wide geography served by SCL Health, the format for both workshops was redesigned for virtual delivery. Best practices for virtual classroom participation and engagement were incorporated into the program. Pre- and post-work, tools and resources, and sustainment activities for the Root Compass Leadership Development program are now provided through a web app. The app is accessible on SCL Health's workplace computers as well as personal mobile devices.

### **Improved Measurement Efficiency**

SCL Health is implementing a new Enterprise Resource Planning System replete with an integrated Learning Management System in 2021. The incorporation of a learning analytics application is included in the Human Resources/EL&PD strategic learning technology roadmap for 2022. The automation of data collection and analysis will position SCL Health to be able to measure future learning programs with greater efficiency.

### **The Future**

The advancements made in 2020, as well as those scheduled for 2021 and beyond, have positioned the Root Compass Leadership Development program for success moving forward. SCL Health's leaders will continue to be well-supported in their quest to deliver operational excellence through leadership development. Following this trajectory will ensure the legacy of the Sisters of Charity of Leavenworth for many years to come.

## About Brandon Hall Group

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Global recognition showcasing leading programs and practices with a library of case studies.



### PROFESSIONAL DEVELOPMENT

Virtual and on-site certification programs, workshops and webinars supplemented with research-driven assessments and tools.



#### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



#### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.



#### HCMA PROFESSIONAL CERTIFICATIONS

are comprehensive educational programs that center around a multiphase knowledge test.

