



Team Member Development Catalog

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Our Values



We serve with
compassion.



We pursue
excellence.



We honor
every voice.

Develop and Grow at Wellstar

At Wellstar, we do our best to help you be your best. We prioritize your growth and development so you can **explore** new opportunities with **curiosity** and achieve your career aspirations.

In this catalog, you can explore the many opportunities outlined in this catalog, aimed at helping you grow and develop in your career at Wellstar!

What they are:

- Our standard behaviors bring our values and PeopleCare to life and give use guidance for how we conduct ourselves and how we interact with each other, our patients and consumers.
- They are an authentic and consistent way to bring PeopleCare to life.
- There are two standard behaviors associated with each of our values..

How we use them:

- They guide our interactions for how we will deliver PeopleCare to every person, every time.
- We use our standard behaviors every day to help us be intentional in our interactions. With one another, our patients and all those we are privileged to serve.

What they mean for you:

- While the six standard behaviors are relevant to everyone, regardless of our role, the way these standard behaviors show up might look different for each team.
- As a team, we'll dive into each standard to discuss how we bring each to life in our work.

The Wellstar Experience



The Wellstar Experience



We all have an impact on patient care, regardless of our role. The Wellstar Experience serves as our guide for how we show up for every person we serve. The Wellstar Experience is how we do it differently – and better – than anyone else. The Wellstar Experience brings our values to life and is the foundation for everything we do.



We serve with compassion.

Connect with purpose.

- I greet others with a smile and give my full attention in every interaction.
- I introduce myself, share my role and call others by their preferred name.
- I listen without interrupting and confirm what I have heard.
- I clearly communicate, find answers and explain next steps.

Care and support.

- I treat everyone with kindness and respect.
- I help others.
- I honor personal boundaries for all.
- I take care of my well-being.



We pursue excellence.

Take responsibility.

- I put safety first and speak up when something isn't right.
- I am accountable for my work and accept responsibility for my actions.
- I am dependable. I do what I say I am going to do.
- I use feedback to improve my performance.

Explore with curiosity.

- I ask questions when I don't understand.
- I embrace change with a positive mindset.
- I suggest and engage in new ways to improve our work.
- I actively learn new things to grow my skills and knowledge.



We honor every voice.

Welcome and include.

- I take actions to include others and foster a sense of belonging.
- I seek to understand others because I want to know their point of view.
- I ask for advice if I am not sure how to talk to others who are different from me.
- I join conversations with an open mind and look for the good in others.

Collaborate and celebrate.

- I work well with others in accomplishing shared goals.
- I contribute to my team's success.
- I share information with the team and provide the chance to ask questions so we can make the best decisions.
- I thank others and celebrate the successes of those around me.

Our purpose is to be difference makers.

TEAM MEMBER DEVELOPMENT AT WELLSTAR:

Explore Your Development Opportunities

Career Development is an important part of your professional growth. Wellstar provides many opportunities to empower you to achieve your development goals and aspirations and puts YOU in the driver seat for your development.

Whether you are looking to sharpen your skills, go back to school, or advance in your career. We want to provide you with tools and resources to achieve your goals!

Take your first steps today!

Identify something you want to do **new, better, or differently** to support your **growth**.

A great place to start to add and update your current skills, experience and goals is to create and update your Career Profile and adding Development Items in Workday. Development items may evolve and change over time so there is no specific time limit.



Look for this icon on eSource or [click here](#) to access Wellstar Workday.

Create your Career Profile in Workday

- Your Career Profile stores several career and talent-related information about you. It is like a 'living' document that you can continue to refine over time as things in your professional career change.
- The Career Profile is used as a source of information for reporting and to search for skills and experience within our organization.

Create your Development Items in Workday

WHAT IS A DEVELOPMENT ITEM?

- Development Items are individual learning items based around the idea of what *you* want to do **new, better or differently** to support your growth.
- Development Items may evolve and change over time and has no specific time limit to development.
- Track your progress on the Development Item and update the status as needed in Workday.

TEAM MEMBER DEVELOPMENT AT WELLSTAR:

The 3E Development Philosophy

At Wellstar, we use the “3E” development philosophy. This model groups development activities into 3 categories: **Experience**, **Exposure** and **Education**. 3E development activities work best when coordinated together, speeding the development of the targeted behavior:

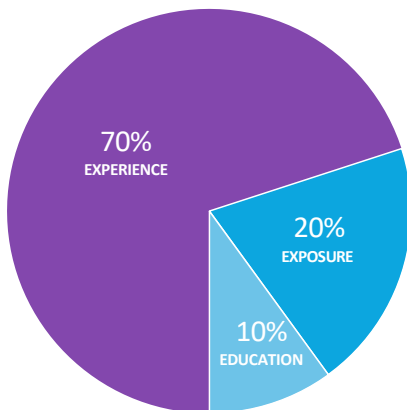
70% of learning and development takes place from real-life and on-the-job **experiences**, tasks and problem solving. This is the most important aspect of any learning and development plan.

20% of development should occur through **exposure** opportunities: feedback, coaching, mentoring and networking.

10% of development should occur through **education**: formal training classes, programs, eLearning courses, books.



This Team Member Development Catalog provides an assortment of 3E ideas and suggestions that apply to Wellstar’s Values and behaviors. Select a few to support your own Individual Development Plan (IDP).



EXPERIENCE 70%

- Stretch & Challenging Assignments
- Cross-Regional & Cross-Functional Projects
- Regional Rotations (Short Term)
- Job Changes
- Special Projects or Process

EXPOSURE 20%

- Feedback (including Peers)
- Mentoring
- Coaching
- Social Networking
- Job Shadowing

EDUCATION 10%

- Courses
- Readings
- eLearning

3E Development Activities

Here is an assortment of 3E ideas and suggestions that apply to Wellstar's Values. You may identify a few to support your development goals.

EXPERIENCE 70%

- Contribute to decisions outside your area of authority (work on a committee, partner with other team members).
- Ask your leader to delegate new work to you.
- Offer to take on new and challenging projects/assignments.
- Seek out ways to be a change agent for a specific initiative.
- Speak at internal or external events.
- Take on new and/or increased responsibilities.
- Learn the roles of others by shadowing or partnering on a project.
- Learn the roles of different departments within Wellstar (shadowing, informational interviews).
- Become a subject matter expert on a new skill or process.
- Become a team member on a project where you have no expertise.
- Get actively involved with a team or committee meetings.
- Introduce new and creative ways of working.
- Cover for others' roles while they are out of the office.
- Become a leader in external organizations – professional, social, community, committee, volunteer, etc.
- Seek ways to network and interact with your team and other teams
- Work in groups to solve real business issues - (i.e., implement EPMO Grassroots idea).
- Seek out a Mentor to support your development.
- Take on a temporary assignment in another department.
- Research and share best practices, trends, and knowledge from other industry leaders in your everyday work.

EXPOSURE 20%

- Seek out coaching and feedback regularly.
- Receive informal coaching from peers and colleagues.
- Seek feedback from others on performance and outputs.
- Seek mentoring from a more senior leader.
- Share knowledge with others – what works, what doesn't, etc.
- Learn from industry associations and key figures.
- Build and learn from your network – physical and social (Yammer, LinkedIn, etc.).
- Follow and participate with leading industry blogs – join the conversation.
- Download whitepapers and research papers.
- Watch relevant YouTube videos or podcasts (TED talks, skill-building videos, etc.).
- Participate in a Business Resource Group.

EDUCATION 10%

- Attend Wellstar-sponsored courses and workshops.
- Attend industry-specific conferences and events.
- Attend LIVE and recorded webinars and podcasts.
- Take Computer-Based Learning (CBL) courses.
- Acquire professional qualifications and certifications.
- Attend a college or university to obtain a degree or certification.
- Take self-directed courses (LinkedIn Learning).

TEAM MEMBER DEVELOPMENT AT WELLSTAR:

Development Resources

At Wellstar, we are continuously raising the bar and setting new standards for the care we provide, the experiences we create and the industry-leading, life-changing solutions we deliver – including your personal and professional development. Take advantage of the resources available to empower your pursuit of excellence.



YOUR CAREER WEBSITE

Your Career is a new career development website with the resources and tools you need to succeed.

Your Career Home Page:

- **Wellstar Development Toolkits** – Toolkits to navigate our processes and systems to support your growth and development
- **Career Resources** – A variety of articles, blogs and short videos on career-related topics.
- **Navigate Your Career** – View the Career Journey Model and associated activities.



LINKEDIN LEARNING

All Wellstar team members have access to on-demand, online training from LinkedIn Learning. LinkedIn Learning provides the resources to learn business, software, technology and creative skills to achieve personal and professional goals – at your own pace.



TUITION REIMBURSEMENT

Tuition reimbursement helps Wellstar team members get back in the classroom. Educational assistance supports and encourages team members to continue their education in job- or Wellstar- related fields of study. All applications for assistance are processed through Guild in accordance with HR Policy #5038.

TEAM MEMBER EDUCATION OPTIONS

Virtual and In-Person Elective Courses

Elective courses are offered at various times throughout the year as a resource for each team member and caregiver's continued growth and development. If you're interested in participating in a course, register soon in Workday. Classes fill quickly.



All courses are accessed through Workday.
Look for this icon on eSource or [click here](#) to access Wellstar Workday.

Need help with access or more information? Email: lead@wellstar.org



INTRODUCTION TO EMOTIONAL INTELLIGENCE

Research shows that people who demonstrate high levels of emotional intelligence are stronger leaders, more effective decision makers, better at building relationships, and are well equipped to confront challenging issues and manage change. This course provides a definition of Emotional Intelligence (EI) and it helps the learner identify, manage, and use EI in improving work performance.

Recommended For: Individual Contributors (no direct reports)

Time Commitment: 2 Hours



CRUCIAL CONVERSATIONS

Crucial conversations come to all of us, personally and professionally. Usually, these conversations involve opposing opinions, strong emotions, and high stakes. This course teaches skills for communicating when the stakes are high, opinions vary, and emotions run strong. Leaders will learn skills to improve dialogue and engagement; create behavior change; and build high-performance and culture.

Recommended For: Individual Contributors – Assistant VPs

Time Commitment: 2 Days (In-Person)

TEAM MEMBER EDUCATION OPTIONS CONT.



LEADING WITH MISSION, VISION, AND VALUES

A key feature of a leader is to inspire others to live out the mission, vision, and values of their organization. This course introduces the opportunity to experience first-hand the power that mission, vision, and values can have in leading team members. It also introduces the role of our leaders in helping bring them to life for each team member through engagement and development.

Recommended For: Individual Contributors

Time Commitment: 2 Hours



EMBRACING SIMILARITIES AND DIFFERENCES THROUGH MBTI

Knowing your personality types can help each team member contribute to the productivity of the team. This course helps participants identify their behavioral preferences and how different styles can work together in complementary ways to improve team performance.

Recommended For: Individual Contributors – Assistant VPs

Time Commitment: 3 Hours

Formal Cohort Programs

Formal Cohort Programs are offered on a recurring basis for a specific duration, depending on the program. Each program utilizes a cohort format to provide participants with the opportunity to strengthen their internal network, build knowledge through reflective group learning and set “next step” goals for personal leadership development.



ASPIRING LEADERS PROGRAM (AL)

The Aspiring Leaders Program is designed to engage individual contributors through professional development and to provide a guided opportunity to explore leadership at Wellstar. This program is considered a first step for those team members and caregivers with 1+ years of Wellstar experience and no previous people leader experience.

The core curriculum, Exploring Leadership at Wellstar, is a 5-week wrap-around, cohort-style learning experience that uses various forms of learning to support the learner’s professional development. Live events are mixed with self-guided, live virtual and on-the-job learning to ensure maximum benefit to the learner.

Recommended For: Individual Contributors with 1+ years of Wellstar Experience

Team Member Resources

Remote Work Toolkit for Team Members

This toolkit is available for all team members and provides tools and tactics, as well as video resources and links, to courses that address:

- Being productive while working remotely
- Living the Wellstar Mission, Vision, and Values while working remotely
- Utilizing WellStar's IT resources to remain productive and connected
- Microsoft Office Learning

[Click here to access the toolkit.](#)

TEAM MEMBER DEVELOPMENT AT WELLSTAR:

CareerCare

CareerCare is a centralized resource to help plan your career path and take advantage of the education benefits available through our Guild partnership. Whether expanding your skills, earning a degree or starting a new career journey!

What are the program benefits?

- Fully funded tuition for priority, in-demand healthcare roles
- Additional support for books, program fees, technology, and more
- Fully funded tuition for **Foundational Learning**: high school completion, college preparatory programs, nursing start, digital literacy, and English language
- Dedicated support by the CareerCare Team

Click on the career pathways to learn more!

- [Laboratory Career Pathway](#)
- [Radiology Career Pathway](#)
- [Surgical Technologist Career Pathway](#)
- [Respiratory Therapy Career Pathway](#)
- [Nursing Career Pathway](#)
- [Front Office Specialist Career Pathway](#)
- [Foundational Learning](#)



CAREERCARE

Visit our website to learn more!

www.wellstarcareercare.com

CareerCare



Connect with a Wellstar Career Navigator.

Reach out to us if you're ready to start your career journey or have any questions.



Plan your career path.

Work with your Career Navigator to learn about options, and review 'Day in the Life' videos or recorded information sessions on the pathway you're interested in. Then, create your career plan.



Connect with your leader.

Go over a summary of your plan for your career path with your leader and answer any questions. Then update your individual development plan.



Apply.

Apply for the educational program that meets your needs and goals in partnership with your Wellstar CareerCare Navigator.



Begin Your Journey.

Invest in yourself and commit to your CareerCare journey. Take advantage of all CareerCare has to offer including essential skills offerings, tutoring, and much more as you work towards your future career at Wellstar.



You've got this and CareerCare is here to support you along the way!

Nursing Development Opportunities



NCHARGE – Charge Nurse Education

NCharge is a 1-day, in-person experience grounded in an evidence-based curriculum from Catalyst Learning that gives first-level supervisory nurses the insights, interpersonal skills, and business knowledge they need to effectively manage, inspire, and lead. This one-day program is taught by Wellstar clinical facilitators and includes two, four-hour classes, and lunch.

NCharge courses include: *Critical Thinking for Charge Nurses and Supervisory Skills for Positive Outcomes.*

- **Critical Thinking for Charge Nurses**

Decision-making and critical thinking skills integrated with the charge nurse role in driving resources management and process improvement.

- **Supervisory Skills for Positive Outcomes**

Confident communication, conflict management and time management and delegation strategies integrated with patient safety and prevention of hospital-acquired conditions.



Recommended For: Charge Nurses

PERCEPTOR PATHWAYS

Interested in helping to grow and develop the next generation of nurses? Consider becoming a preceptor. The preceptor course consists of two parts.

Part 1: Interacting and engaging online modules focused on what you need to know.

- Roles, responsibilities and realities
- Strategic Precepting
- Coaching for competency & performance
- Precepting Challenges

Part 2: Live four-hour workshop offered monthly – separate registration is required.

For more information, view the [Course flyer](#).

Email: CenterForNursingExcellence@wellstar.org

Nursing Development Opportunities



NURSE RESIDENCY PROGRAM (NRP)

A 12-month systemwide program designed to support and professionally develop ALL new graduate Registered Nurses joining Wellstar. This year-long program facilitates experiences and learning that contribute to new nurses' understanding and management of professional concepts.

Courses Include:

- Conflict Resolution
- Empathy & Patient Management
- Stress Management & Resiliency
- Ethics & End of Life
- Diversity & Inclusion
- Professional Identity/Development



SPECIALTY FELLOWSHIPS

Designed to support new-to-practice nurses and new-to-specialty (<6 months) nurses transition into a specialty through a blend of virtual classes led by specialty champions. Fellowships are structured using evidence-based practice modules from specialty content.

Specialty tracks include: Acute Care, Critical Care, Emergency, Women – Labor & Delivery; Mother/Baby, Perioperative, Cardiovascular



HEALTHSTREAM CE UNLIMITED

CE Unlimited through Healthstream offers continuing education and contact hours on a wide range of clinical topics. This resource is located on eSource on the left side of the Home page.

PROFESSIONAL CERTIFICATIONS



The Center for Nurse Excellence maintains a webpage dedicated to supporting professional nursing certifications, including a list of supported certifications, resources for initial certification and renewal, certification preparation resources, and the annual certification bonus.

Reach out the Center for Nurse Excellence to learn more: CenterForNursingExcellence@wellstar.org

TEAM MEMBER RESOURCES

LinkedIn Learning

LinkedIn Learning is an online educational platform that helps you discover and develop business technology-related and created skills through expert-led course videos.

Philosophy

- LinkedIn Learning allows you to stay current with the latest trends, technologies, and skillsets.
- With more than 5,000 courses and personalized recommendations, you can discover, complete and track courses related to your field and interests.

THREE WAYS TO LOGIN FROM LINKEDIN LEARNING

1. [Click here](#) to sign in with your Wellstar email address.

The screenshot shows the LinkedIn Learning sign-in interface. At the top, it says "LinkedIn LEARNING" and "Sign In". Below that, it instructs the user to "Sign in using the same email address you use for LinkedIn.com or your organization email". There is a text input field labeled "Email". Below the field is a blue "Continue" button. At the bottom, there are two links: "Sign in with your library card" and "New to LinkedIn? Join now".

2. If you have your **LinkedIn Learning account** connected to your **personal LinkedIn account**, then you will need to log in using your **personal LinkedIn account password** and click **Continue**. If not, proceed to **step 3**.

The screenshot shows the LinkedIn Learning sign-in interface for a personal LinkedIn account. It says "LinkedIn LEARNING" and "LinkedIn". Below that, there is a link "email@email.com" and a "Change" link. The text reads "LinkedIn Learning is connected to your LinkedIn profile, enter your LinkedIn password". There is a text input field with the placeholder "Use your LinkedIn password" and a "Show" link. Below the field is a blue "Continue" button. At the bottom, there is a link "Forgot password?".

3. If your LinkedIn Learning account is not linked to your personal LinkedIn account, then proceed by clicking on **Sign in with Single Sign-On**

The screenshot shows the LinkedIn Learning sign-in interface for Single Sign-On. It says "LinkedIn LEARNING" and "Wellstar Health System requires you to sign in with Single Sign-On". There is a lock icon. Below that is a blue button labeled "Sign in with Single Sign-On". At the bottom, there are two links: "Don't work here anymore?" and "Pick the correct organization? Start over".

TEAM MEMBER EDUCATION OPTIONS

LinkedIn Learning

LINKEDIN LEARNING BENEFITS:

Continuing Education Credits

Continuing Education is professional learning that entitles the learner credits they can use to maintain a certification or license. LinkedIn Learning offers approved Continuing Education courses aligned with numerous organizations' Continuing Education requirements.

Certifications

Earn a professional certificate from top brands, such as Microsoft, on LinkedIn Learning with prep courses and assessment options available for over 175 different credentials

and technologies in your field, and advance your career to new heights.

Learn Something New

Have some fun and find joy in learning something new. Use the search features in LinkedIn Learning to find courses of a personal interest to enhance your knowledge.

Professional & Career Development

Develop new skills, stay current with the latest trends

CHECK OUT THESE LINKEDIN LEARNING COLLECTIONS



Career Development

34 items



Giving and Receiving Feedback

16 items



Working Remotely

7 items



Creating SMART Goals

6 items



Diversity, Equity & Inclusion



Happiness at work

LEADER RESOURCES

LinkedIn Learning Courses

LinkedIn Learning is a free service to all Wellstar team members.

	COMPETENCIES										VALUES		
	Communication & Building Trust	Problem Solving	Leading When You're Not in Charge (core leadership skills)	Difficult and/or Crucial Conversations	Resiliency and Stress Management	Leading Projects & Influencing Others	Patient and Consumer Experience	Emotional Intelligence	Working Remotely	Learning about Leadership Management at Wellstar	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Effective Listening	X			X				X		X		X	
Improving Your Listening Skills	X			X				X				X	
Communicating with Diplomacy & Tact	X			X								X	
Communicating with Empathy	X			X								X	
Working with Upset Customers	X						X				X	X	
Developing Self-Awareness	X							X	X		X		
Developing Your Emotional Intelligence	X							X	X		X		
Giving and Receiving Feedback	X								X	X			
Building Trust	X								X	X		X	
Building Credibility	X								X	X			
Problem Solving-Techniques		X	X								X		
Solving Business Problems		X	X								X		
Prioritizing Your Tasks		X						X	X		X		
Critical Thinking		X							X		X		
Process Improvement Foundations		X									X		
Crafting Problem & Solution Statements		X										X	
When & How to Give Your Boss Feedback			X	X		X						X	
Be More Productive: Take Small Steps, Have Big Goals			X		X						X		
Holding Yourself Accountable			X			X			X		X		
Leading Projects			X			X					X		
Leading without Formal Authority			X			X					X		

LEADER RESOURCES

LinkedIn Learning Courses

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	COMPETENCIES										VALUES		
	Communication & Building Trust	Problem Solving	Leading When You're Not in Charge (core leadership skills)	Difficult and/or Crucial Conversations	Resiliency and Stress Management	Leading Projects & Influencing Others	Patient and Consumer Experience	Emotional Intelligence	Working Remotely	Learning about Leadership Management at Wellstar	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Managing Up, Down and Across the Organization			X			X					X		
Developing Mental Toughness for Leadership			X				X		X		X		
Achieving Your Goals			X								X		
Cultivating a Growth Mindset			X								X		
Decision-Making Strategies			X						X		X		
Delivering Results Effectively			X						X		X		
Developing Your Professional Image			X								X		
Improving Your Judgement			X						X		X		
Making Quick Decisions			X								X		
Leadership Foundations			X								X		
Successful Goal Setting			X										X
Acting Decisively			X								X		
Improving Your Conflict Competence				X			X						X
De-Escalating Intense Situations				X						X			
Having Difficult Conversations				X					X		X		X
Conflict Resolution Foundations				X									X
Fred Kofman on Managing Conflict				X									X
Improving the Value of Your Time					X	X					X		
Getting Things Done					X			X	X		X		
Building Resilience					X				X		X		
Building Resilience Through Stress Management					X						X		
Enhancing Resilience					X						X		

LEADER RESOURCES

LinkedIn Learning Courses

LinkedIn Learning is a free service to all Wellstar team members.

	COMPETENCIES										VALUES		
	Communication & Building Trust	Problem Solving	Leading When You're Not in Charge (core leadership skills)	Difficult and/or Crucial Conversations	Resiliency and Stress Management	Leading Projects & Influencing Others	Patient and Consumer Experience	Emotional Intelligence	Working Remotely	Learning about Leadership Management at Wellstar	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Managing Stress for Positive Change					X						X		
Project Management Simplified						X					X	X	
Adaptive Project Leadership						X					X		
Blending Project Management Methods						X					X		
Project Management Simplified						X					X		
Project Management: Solving Common Project Problems						X					X		
Influencing Others						X			X			X	
Key Psychological Principles for Ethical Persuasion						X						X	
The Science of Compassion: An Introduction							X	X		X			
Listening to Customers							X		X	X		X	
Thomas A. Stewart and Patricia O'Connell on Designing and Delivering Great Customer Experience							X		X	X		X	
Building Rapport with Customers							X			X			
Customer Service: Handling Abusive Customers							X			X			
Customer Service: Problem Solving and Troubleshooting							X			X			
Customer Service: Serving Internal Customers							X			X			
Delivering Bad News to a Customer							X			X			
Developing a Service Mindset							X			X			
Customer Service: Managing Customer Expectations							X			X			
How to Have Compassionate Presence							X			X			
Customer Service Foundations							X			X			
Leading without Formal Authority							X			X			
							X					X	

