

Guide to Career Development



Center for Learning & Innovation



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Guide to Learning & Development

About The Guide

This e-guide has been designed for onscreen viewing, allowing you to click between sections and link to a variety of resources. It's also printer friendly so you can easily print specific pages or the entire guide for reading offline.

[Click here](#) for instructions on viewing the guide, using the onscreen buttons and printing.

Take Our Survey

After you've had a chance to review this e-guide, we invite you to participate in a short online survey to let us know what you think. Click on the link below to start the survey.

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Developing and Supporting Superior Talent

Scripps is known for superior health care, and in order to provide that care we rely on superior talent. We understand that in order to grow as an organization, we need to provide our employees with opportunities to learn, grow and achieve at all career stages.

In today's challenging health care market we face acute shortages in the workforce, so attracting and retaining the right people is a top strategic priority in achieving outstanding service, productivity and clinical care.

We believe that some of the best people to fill open positions are right here at Scripps, so we promote ongoing growth and development throughout the employee's career cycle. Scripps has created a culture of learning that offers unlimited opportunities for growth and career satisfaction.

Ongoing Growth and Learning

Scripps is dedicated to continuous improvement in quality, services and clinical outcomes. Reaching our strategic goals is simply not possible without supporting the individual growth and career goals of our employees.

The Scripps Center for Learning & Innovation (CFLI) provides a variety of programs and services to prepare and support leaders, provide learning opportunities for all employees, and foster ongoing performance improvement and career growth.



“The information I have gained has been invaluable to me and provided me with the building blocks to feel successful in my new role.”

- Joanna G.



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Career Destination: Paths for Talent Development

Scripps supports a “grow our own” philosophy to ensure an ongoing supply of top talent to fill open positions. The Center for Learning & Innovation offers a variety of employee growth opportunities.

Whether it's pursuing a new career path, enhancing skills for superior performance, preparing emerging leaders or ongoing leadership development, CFLI provides unlimited opportunities for employees to learn and grow.

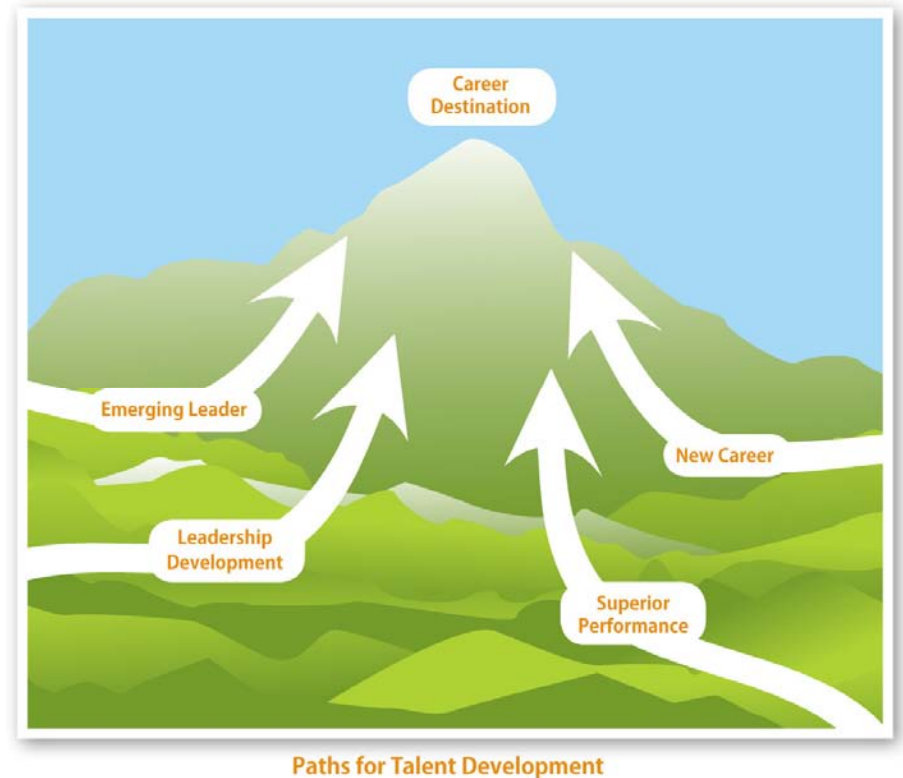
Professional Development and Education Fairs

The Center for Learning & Innovation holds informative events throughout the year for employees to:

- Get information about financial resources and continuing education programs.
- Meet with local colleges and universities on site and learn more about their academic programs.
- Learn about new career opportunities within Scripps.

Online events allow employees to chat with learning center staff and system recruiters to learn about continuing education programs and career opportunities within Scripps.

For more information, contact CFLI at cfl@scrippshealth.org.



Academic Programs

Scripps partners with community colleges, universities and education providers to offer a variety of educational opportunities for Scripps employees.

Opportunities include nursing, respiratory care, imaging technology and MBA degrees, as well as English vocational courses. Scripps' commitment to education extends beyond the Scripps family, and includes opportunities for tomorrow's workforce to pursue a future career in health care at Scripps.

University and College Partnerships

Scripps partners with community colleges and universities to offer employees a variety of degree programs.

- **Grossmont College Nursing Programs**

Scripps offers an opportunity for employees interested in becoming a nurse to choose from LVN-to-RN (licensed vocational nurse to registered nurse) or ADN (associate degree in nursing) programs. Successful ADN program graduates are encouraged to continue their education with guaranteed admission to the Bachelor of Science in nursing (BSN) program at San Diego State University.

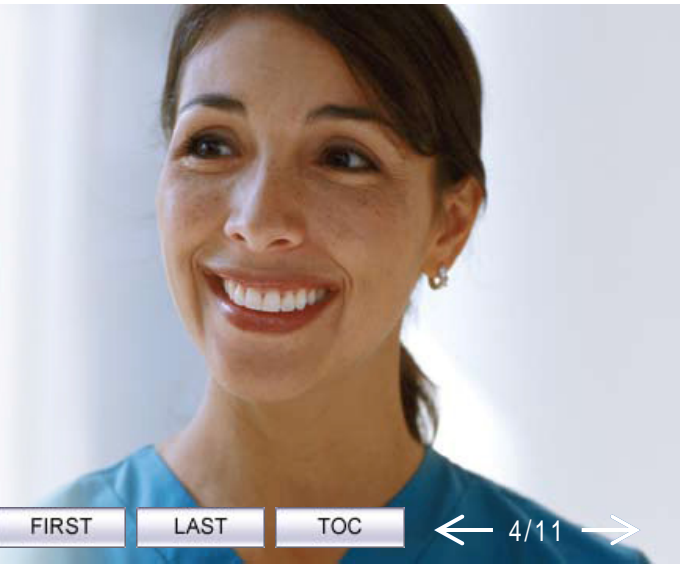
- **Point Loma Nazarene University Master of Business Administration (MBA)**

Scripps employees and their eligible dependents can earn an MBA at a discounted rate. Classes are offered at CFLI and Point Loma Nazarene University School of Business in Mission Valley.

- **Grand Canyon University Nursing, Imaging and Respiratory Care Programs**

Grand Canyon University offers combined online and on-site programs for a variety of degree programs:

- Nurses can choose from an RN-to-BSN program or a Master of Science in nursing (MSN) program with a focus on nursing leadership or education.
- Respiratory therapists can advance their education with a Bachelor of Science (BS) degree in respiratory care.
- Imaging technologists can earn a BS degree in medical imaging sciences.



Academic Programs

English at Work Program

This on-site course provides vocational English for facilities support staff and is provided in partnership with local community colleges. Employees gain confidence and English skills to improve workplace communication, develop their career and improve patient satisfaction and customer service.

Community Development Internships

Scripps is dedicated to promoting health care as a rewarding career to tomorrow's workforce. Scripps collaborates with local high schools to offer students an opportunity to explore a role in health care and gain first-hand experience as they work alongside health care professionals.

For more information, contact CFLI at cfl@scrippshealth.org.

Financial Assistance

The Center for Learning & Innovation offers programs to encourage growth and reduce the financial burden for employees including:

- **Tuition Reimbursement Program** — Employees can receive up to \$1,500 per calendar year to offset continuing education costs.
- **Martin Luther King, Jr. Scholarship Program** — Employees and their eligible dependents who best demonstrate the spirit of Dr. King's message, "We have an opportunity to make America a better nation," may be awarded this annual scholarship of up to \$1,000.
- **President's Scholarship Program** — High-performing employees who want to pursue a college degree or certificate may earn up to \$1,500.
- **Clinical Education Loan Scholarship Program** — Employees and their eligible dependents who are interested in earning a degree or licensure in a critical-to-fill position at Scripps can receive a loan of up to \$2,500 a year.

For more details, see the chart on the next page.



Academic Programs

Academic Programs At-a-Glance

Program	Purpose	Eligibility	Amount	Application Period
Tuition Reimbursement Program	To reimburse employees for the cost of continued education. Includes reimbursement for the cost of tuition and required books.	Full or part-time employees on the date employee becomes benefits eligible.	\$1,500 per year of which \$1,000 can be used for CE courses.	Year round. Application must be submitted within 90 days of course completion.
Martin Luther King, Jr. Scholarship Program	Awarded annually to applicants who best demonstrate the spirit of Dr. King's message, "We have an opportunity to make America a better nation."	Employees and their eligible dependents. Employed for 12 months.	Up to \$1,000.	Applications must be submitted in November for scholarships awarded the following January.
President's Scholarship Program	Scholarship for high-performing employees.	Full or part-time employees. Employed for 12 months.	Up to \$1,500.	Applications must be submitted in January for scholarships awarded in March.
Clinical Education Loan Scholarship Program	To loan money to employees and eligible dependents getting an education in a critical-to-fill field.	Employees and their eligible dependents. Employed for six months and enrolled in a critical-to-fill program.	Up to \$2,500 per year; max of \$5,000 per program.	Applications must be submitted in July for scholarships awarded in August.

Career Development

From the first day on the job at Scripps, employees are provided with the knowledge, resources and support they need to succeed in their roles and contribute to the organization's vision, values and objectives.

Regardless of where our employees are in their career cycle, the Center for Learning & Innovation can help with career planning and goal setting. CFLI offers resources including career workshops, individual counseling and comprehensive programs to help employees transition to a new career phase.

Career Development Workshop

Charting an individual career development path is an important part of reaching career goals. This workshop helps employees manage their career effectively by providing direction on how to align their skills, strengths and interests to the needs of the organization.

Participants create an Individual Development Plan (IDP) to help chart their professional development with Scripps. Employees learn how to position themselves properly for growth by communicating with their manager; personal branding and reputation building; and demonstrating capabilities and readiness for growth. Participants receive feedback and learn about available Scripps resources.

For more information, contact CFLI at cfl@scrippshealth.org.

Individualized Counseling

Employees can take advantage of the knowledge and guidance of Scripps learning professionals at the Center for Learning & Innovation. If you are interested in a particular career path or growing in your current role, CFLI is available to help identify development options and resources within Scripps.

For more information contact CFLI at cfl@scrippshealth.org.



Employee Learning and Development

Scripps is dedicated to providing an environment that promotes personal and professional growth and learning at each stage of an employee's career cycle.

We understand that by offering opportunities for growth and learning, our employees are able to reach their goals and contribute to the overall quality and excellence of Scripps. Whether it's learning how to communicate more effectively, improving business-writing skills or engaging an audience during a presentation, these courses can help advance your career and improve your Scripps experience.

Courses

Courses are open to Scripps employees with manager approval. Course schedules are released quarterly and can be found online at www.scripps.org/cfli. These are just a few of the courses available to employees:

- Presentation Skills
- Business Writing
- Crucial Conversations
- Project Management
- Harvard ManageMentor (web-based courses)
- Career Development Workshop
- FOCUS: Time Management and Prioritization by Franklin Covey
- Four Generations in the Workplace

For more information, contact CFLI at cfli@scrippshealth.org.



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Leadership Development Programs

Leadership development programs ensure that both potential and seasoned leaders receive the tools and resources they need to excel in a leadership role at Scripps.

Executives at the highest levels are actively engaged to make these programs a valuable experience for participants. Whether you are considering a leadership role in the future or are already a leader, CFLI offers programs to accommodate your individual career phase.

For more information, contact CFLI at cfl@scrippshealth.org.

- **Emerging Leader** — This 12-month, self-paced program introduces non-managerial employees to a role in leadership through mentorship and instruction on key leadership skills.
- **Leadership Orientation** — This program orients new leaders to organizational priorities and proven operational processes to improve performance and effectiveness in the first year as a Scripps leader.
- **Leadership Essentials** — New managers and seasoned leaders alike can benefit from the proven techniques, tools and information provided in this program.
- **Advanced Leadership Studies** — Courses are taught by the Scripps CEO and executive team, allowing participants to interact with leadership at the highest levels. Programs include:
 - Scripps Leadership Academy
 - Scripps Leadership Academy Alumni Academic Sessions
 - The Advisory Board Fellowship Program
- **Leadership Solutions** — This project-based certificate program gives leaders an opportunity to make a strong contribution to Scripps' organizational objectives while gaining valuable leadership experience.



Important Contact Information

For more information, visit CFLI online at www.scripps.org/cfli.

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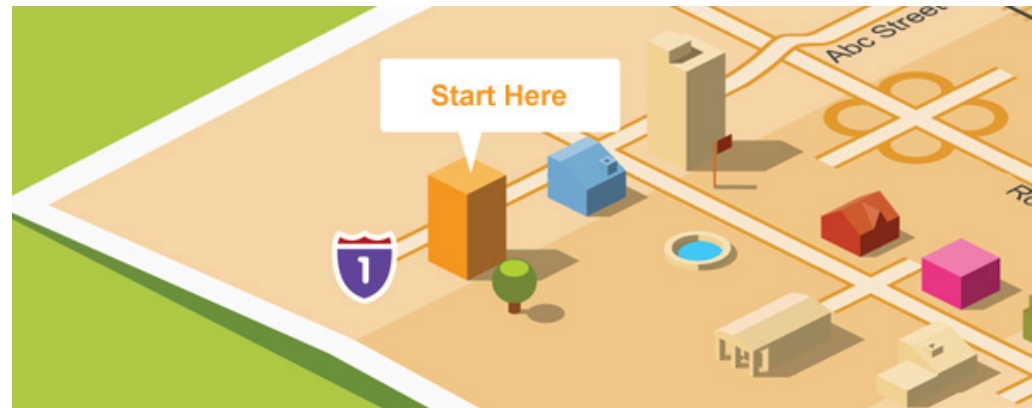
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[Click here](#) to return to the first page.



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Click on linked phrases to jump to other pages in this guide or to your web browser and link to ScrippsNet or web links.

Click on the **FULL SCREEN** button to toggle between "full-screen" mode and "normal" mode.

3

Click on the **FIRST** button to go to the first page of the guide.

4

Click on the **TOC** button to go to the Table of Contents.

6

Click on the **PRINT** button from any page to print a single page or the entire guide.

2

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5

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