Scripps Center for Learning & Innovation
Applied learning, innovative results

2010

Scripps
A World of Healing
Welcome to the Scripps Center for Learning & Innovation

Scripps is a career destination where you can fulfill your professional ambitions at one organization through opportunities for career growth and satisfaction. Whether you love what you’re doing and want to improve; are interested in taking the next step in your career; or are considering a new path, the Center for Learning & Innovation (CFLI) offers valuable educational programs and resources for you to get the most from your career at Scripps.

Our talented, dedicated workforce is the reason we are a leader in patient care, and our goal is to attract and retain top talent to ensure our success. Scripps supports a “grow our own” philosophy of talent development. This ensures the organization has an ongoing supply of top talent to fill open positions and continue our tradition of quality and excellence.

Scripps is dedicated to providing an environment that promotes personal and professional growth and learning at every stage of your career life cycle. Our learning benefits, leadership development programs and career resources are designed to help you reach your full potential and contribute to the organization’s overall success. Get involved in CFLI’s educational programs and you can improve your performance, gain new skills and develop a rewarding, successful career.

“Innovation is learning something new and applying it in different ways based on knowledge and experience to improve the value for those we serve.”

– Vic Buzachero, corporate senior vice president, human resources

As Scripps grows to meet the changing demands of health care, I encourage you to take advantage of all that CFLI offers to help you reach your professional goals while helping Scripps develop innovative solutions for the future.

Sincerely,

Vic Buzachero
Corporate Senior Vice President, Human Resources
The vitality of every industry is dependent upon creativity and innovation to improve services, process and quality of outcomes. The best organizations create an environment that fosters innovation at all levels. Scripps is committed to cultivating creativity through a positive, supportive workplace where talent is valued and acknowledged.

Improvement through Innovation

Innovation requires creativity, and Scripps provides an environment that promotes ingenuity with ongoing learning and development throughout an employee’s career. CFLI has designed a variety of programs and resources to help individuals learn, improve and utilize their strengths to improve their performance and apply innovative solutions to their roles.

Innovative Collaboration

The unique talents, knowledge and experience of our employees are what allow us to excel as an organization. Through innovative collaboration, we’re able to combine this wealth of experience and creativity to develop processes that result in the delivery of high-quality, cost-efficient care. Our goal is to increase quality of care and decrease costs, resulting in better patient outcomes, a fulfilled workforce and a healthy organization.

Putting Innovation into Practice

At Scripps, the cycle of innovation follows the Plan, Do, Check, Act (PDCA) process that includes learning, application, improvement and standardization. Innovative processes are those that are replicable, can be applied in different ways to achieve predictable outcomes, and can be as simple as creating better ways to do simple tasks.

In order to foster the innovative process, CFLI provides a framework for learning and innovative collaboration by bringing together employees from different fields. Through innovative collaboration, we are able to achieve strategic objectives through direct application and evaluation of new ideas.

“In order to improve the value for those we serve, we must support innovation at every level of our organization.”

– Vic Buzachero, corporate senior vice president, human resources

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Innovation and Learning at Scripps

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Innovation and Learning at Scripps
Destination Scripps: Everything You Need for a Satisfying and Rewarding Career is Right Here

Whether you want to grow in your current role, reinvent yourself by pursuing a different path or transition into retirement, you can do it at Scripps — your career destination.

Since we believe that often the best people to fill open positions are right here at Scripps, we promote ongoing growth and development throughout your career. Whether you are a new graduate, an outstanding contributor, an emerging leader or moving toward retirement after a successful career, we offer development and support to help you achieve your goals at each step of your journey.

Talent Management at Scripps

Scripps is committed to a comprehensive talent management program that enables us to hire, engage, develop and deploy the very best people and support them throughout their careers. Our leadership position in the health care industry is based on our ability to provide meaningful opportunities for employees to ‘manage for’ creativity and innovation.

“...At Scripps, we believe the two greatest drivers of innovation are culture and people. We don’t train employees to ‘just manage’ creativity and innovation, we develop employees to ‘manage for’ creativity and innovation” — Veronica Zaman, executive director of workforce development and talent management

Finding the Right Person for the Job

The talent management process begins by hiring the best people. We accomplish this by identifying the needs of potential employees and aligning these with opportunities at Scripps. We carefully assess candidates’ skills, abilities, teamwork and attributes that are consistent with our culture and commitment to excellence. Once hired, these new employees are welcomed into the Scripps family and positioned for immediate contribution. Our orientation programs prepare employees quickly, enjoyably and effectively for a rewarding career at Scripps.

Ensuring a Successful Future

Our “grow our own” talent philosophy requires a strong dedication to learning, development and growth from both employees and the organization. Employees can take advantage of a wide array of opportunities to strengthen their skills and experience. The range of our learning opportunities runs from business acumen, compliance issues and communication skills to project management, leadership development and more. Scripps provides financial support for employees to pursue advanced certifications, degrees and courses to help them succeed in their roles and prepare for the next step in their career. For individuals pursuing a leadership track, there are a variety of comprehensive programs to facilitate this important transition.

Employee engagement is a core aspect of talent management at Scripps, so we provide employees with the information, support and resources they need to build a rewarding career at Scripps. Each team member is given the tools they need to support the mission, vision and values of the organization. CFLI provides departmental and system-wide learning and development to improve relationships, workforce performance, and create an efficient and enjoyable work environment.

Supporting Individual Growth and Development

We encourage our employees to consider what they want to accomplish in their career at Scripps. Investing in our employees’ future is a priority, so CFLI develops organizationally aligned, applied learning programs for some of these high-demand professionals that is expected to increase in the future. In order to prepare our workforce to meet the demand for health care professionals, CFLI develops employee career development programs for some of these high-demand areas by collaborating with local education providers. Our center’s outreach program partners with local high schools and colleges to offer students from our community a unique opportunity to work with Scripps health care professionals and experience the rewards of a health care role.

Center for Learning & Innovation Philosophy

The Scripps Center for Learning & Innovation develops organizationally aligned, applied learning that improves performance, promotes innovation and supports development at each stage of an employee’s career.

Scripps is dedicated to continuous improvement in quality, services and clinical outcomes. Continued growth and improvement are simply not possible without supporting the growth and professional goals of our employees. CFLI provides employees with opportunities to meet their full potential and achieve their goals throughout their career, from front-line partner to experienced leader.

Preparing Employees for Success

The comprehensive orientation and onboarding process provides new employees with the information, support and resources they need to build a rewarding career at Scripps. Each team member is given the tools they need to support the mission, vision and values of the organization. CFLI provides departmental and system-wide learning and development to improve relationships, workforce performance, and create an efficient and enjoyable work environment.

Meeting Future Demands

There is a critical shortage of nurses, physicians and other health care professionals that is expected to increase in the future. In order to prepare our workforce to meet the demand for health care professionals, CFLI develops employee career development programs for some of these high-demand areas by collaborating with local education providers. Our center’s outreach program partners with local high schools and colleges to offer students from our community a unique opportunity to work with Scripps health care professionals and experience the rewards of a health care role.
In order to provide superior care, we rely on superior talent. We provide our employees with opportunities to learn, grow and achieve their career goals. The Talent Development program is available to support the professional development and career growth of Scripps employees through academic programs, financial assistance and career development.

For more information about the Talent Development program, e-mail developingtalent@scrippshealth.org.

Opportunities for Growth: Professional Development and Education Fairs

In order to inform employees about professional growth opportunities within Scripps, CFLI holds year-round events for employees to:

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

Online events are also available for employees to chat with learning center staff and talent managers, and discuss continuing education programs and career opportunities.

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

Employees can participate in nursing, respiratory care, imaging technology and other allied health programs; master’s degree programs; and English vocational courses. Scripps community development internships provide an opportunity for tomorrow’s workforce to learn about a future career in health care and at Scripps.

English at Work

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.

Contact CFLI for more information about participating sites.

Paths for Talent Development

Whether you want to gain new skills and knowledge, take the next step in your career or pursue a new path, we offer unlimited opportunities to help you meet the goals you set throughout your career right here at Scripps — your career destination.

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

Grossmont College nursing programs

Scripps employees interested in becoming a nurse may 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.

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

- Nurses can choose from an RN-to-MSN 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.
- Employees can earn a BS degree in health care administration.
- Imaging technologists can earn a BS degree in medical imaging sciences.

Point Loma Nazarene University MBA and nursing programs

Scripps and Point Loma Nazarene University (PLNU) offer employees and their dependents an opportunity to advance their education at a discounted rate. Classes are offered at CFLI and the PLNU Mission Valley campus:

- Clinical and non-clinical employees can earn an MBA.
- Registered nurses with an associate or BS degree can earn an MSN with a clinical nurse specialist option through the RN-to-MSN program.
The Center for Learning & Innovation offers financial programs that support the continuing education and growth of our employees.

**Tuition Reimbursement**
Scripps employees can receive reimbursement of up to $1,500 per calendar year toward tuition and textbook expenses for qualified college or continuing education courses, seminars, workshops, home study programs or classes for exams that offer continuing education contact hours (CE).

**Martin Luther King, Jr. Scholarship**
Employees who best demonstrate the spirit of Dr. King’s message, “We have an opportunity to make America a better nation,” may be awarded up to $1,000 for this annual scholarship. The scholarship is open to all employees (in good standing for at least one year) and their eligible dependents.

**President’s Scholarship**
This annual scholarship of up to $1,500 is awarded to high-performing employees who are interested in earning a degree or certificate. Applicants must be employed at Scripps for at least one year, and preceding performance evaluations must show that the employee meets or exceeds expectations on all standards. Evaluation will be based on applicant’s personal statement, performance evaluation scores, the degree to which the program supports Scripps’ vision and values, and the quality of the chosen educational program.

**Clinical Education Loan Scholarship**
This scholarship is open to employees who are interested in earning a degree or obtaining licensure in a critical-to-fill position at Scripps, such as nursing or radiation technology. It provides financial assistance through loan scholarships of up to $2,500 a year, up to a $5,000 maximum. The loan is waived if employees complete their commitment to Scripps by working full-time for an agreed-upon length of time (one to two years) in a critical-to-fill role. Employees of six months or more and their eligible dependents may apply once they have been accepted into their program of study.

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“The President’s Scholarship helped me handle the dreaded financial shortfall that comes with continuing education. Through this program, Scripps ensures that employees have the tools they need to prosper — for that I am forever grateful.” – Laura J.

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**Career Development**

**From the first day on the job, employees receive the information, resources and support they need to succeed in their roles.**

Wherever you are in your career, CFU can help you chart your ideal path with career planning and goal setting. The center offers resources for employees to make the most of their career at Scripps, including career workshops, individual counseling and comprehensive programs to help you develop skills for the next phase in your career.

**Career Development Workshop**
Charting an individual career development path is an important part of reaching individual career goals. This workshop helps employees manage their career effectively at Scripps by providing direction on how to align their skills, strengths and interests to the needs of the organization. Participants create an individual development plan 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 system resources.

**Career Coaching**
Employees who are interested in growing their career at Scripps can receive career coaching from a CFU talent development professional. Employees can explore the next steps in their career through goal setting, action planning and identifying resources within Scripps.

**Career Interest Assessments**
Employees can take a career interest assessment to determine their strengths and interests to aid in identifying suitable career choices.

**Online Career Chats**
Chat online with a CFU representative about career development programs, educational partnerships and resources available at Scripps.

**Back-to-School Clinic**
This clinic offers helpful tips for the adult learner returning to school, including how to select the right school and program, how the transfer process works and an overview of financial resources available through Scripps.

**Emerging Leader Program**
See page 22 for complete program information. The Emerging Leader program gives non-management employees an opportunity to learn more about the leadership role and the requirements of becoming a Scripps leader. Participants are paired with a mentor who will guide and support them throughout the 12-month, self-paced program. Mentors provide individual counseling, work with the employee to set quarterly goals and offer ongoing instruction, support and assessment. The program includes instructional courses and an opportunity to practice newly learned skills.

**Career Development Services Program**
Health care is a dynamic field that sometimes involves reorganization and structure changes. In order to provide assistance for Scripps employees whose positions are eliminated, CFU offers career coaching and networking assistance.
Scripps provides innovative solutions that enhance performance and quality.

Whether it’s helping managers increase department efficiency, delivering system-wide learning initiatives or ensuring ongoing performance improvement, CFLI offers a variety of programs and resources to help promote individual, departmental and organizational performance.

Services

Performance Improvement Consulting

CFLI staff members work collaboratively with key managers and partners to accurately understand the needs of each department and identify the performance levels required to achieve the desired outcomes. Whether it’s overcoming a particular set of challenges or improving productivity or processes within a department, CFLI can help provide tailored solutions.

CFLI staff will develop business solutions by:

• Meeting with department leaders to assess needs and performance gaps.
• Defining desired outcomes and goals.
• Designing and developing solutions.
• Implementing, revising and evaluating solutions.

During the past 12 months, the Center for Learning & Innovation has been instrumental in assisting with a number of consultative projects for our department. They are well prepared, open to suggestions, and are always available for questions or concerns about new problems that may arise. I highly recommend this well-trained group of professionals to assist with performance improvement or other projects.” – John M.

Performance Solutions

Assess needs & performance gaps

Design & develop solutions

Implement, revise & evaluate solutions

Define desired outcomes & goals

Performance Consulting Process

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In this year’s ACT Learning Collaborative, site teams from each hospital used PDCA performance improvement methodologies and applied them to improving glycemia care. As a result, we have engaged as a system-wide team to carry this culture of change forward.” – Robin M.

Products

Performance Improvement Consulting

In order to promote excellence and quality, CFLI designs and delivers system-wide learning initiatives aligned with the strategic goals and objectives of Scripps.

The recent ACT Learning Collaborative included the Scripps Whittier Diabetes Institute, Scripps quality department and CFLI. The collaborative created a system-wide performance improvement initiative for clinical employees to improve glycemia management. Employees who address this challenge on a daily basis received performance improvement education and were actively involved in implementing the change. The collaborative also created a system-wide forum for sharing innovative practices, giving each hospital an opportunity to review and learn from the work of other sites. The structure created for this program serves as a framework for future performance improvement projects at Scripps.

Workflow Standardization

In order to assist managers with streamlining workflows, this course provides them with the skills they need to initiate improvements for increased efficiency, improved patient safety and optimal use of department resources. Managers learn how to communicate, plan and implement department improvement initiatives by gaining PDCA, project management and change management skills and techniques.

Scripps Health Performance Improvement Certificate Program

This program is designed to help participants develop key skills to successfully lead and participate on performance improvement teams. Scripps is committed to continuous improvement, and partners with external resources and internal subject-matter experts for a comprehensive performance improvement development program. Topics include:

• Foundation and history of quality in health care
• Quality decision making and clinical practice
• Improvement methods and tools
• Data management
• Business case for quality
• Improvement opportunities
• Change management
Employee Learning and Development

Scripps offers a supportive environment that encourages personal and professional growth and development at every career stage.

By offering opportunities for growth and learning, our employees are able to gain confidence, reach their goals and contribute to the quality and excellence that Scripps is known for. Regardless of where you are in your career, CFLI offers courses to help you learn a new skill or simply broaden your understanding in a particular area. Whether you want to plan your career path at Scripps, gain project-management skills or communicate more effectively, there are a wide variety of courses to help enhance your work experience, gain confidence in your abilities or pursue a new career path.

Courses

Presentation Skills
Delivering informative and engaging presentations is a vital skill. This course helps participants master the art of giving an effective presentation through videotaped sessions like a pro. Each participant is encouraged to answer periods effectively. They also learn about incorporating visual aids and how to manage question-and-answer periods effectively.

Professional Writing
Clear, concise written communication is an invaluable asset in the workplace. This course helps participants understand writing style, structure, grammar and business etiquette in written correspondence. Participants have an opportunity to apply what they have learned to improve and develop their writing.

Advanced Presentation Skills
This advanced course helps employees take their presentations to the next level. Participants learn how to improve their delivery, use PowerPoint slides effectively and manage question-and-answer sessions like a pro. Each participant is videotaped during presentations and receives valuable feedback and coaching to perfect their skills. Class size is limited in order to accommodate videotaping and coaching. Participants learn how to select the right school and program, how the transfer process works and an overview of financial resources available through Scripps.

FOCUS: Time Management and Prioritization
by Franklin Covey
This workshop provides solutions for productivity by helping employees understand how to prioritize and spend their time on what matters most. Participants learn how to address the challenge that many health care workers face: balancing competing work demands on a tight schedule while maintaining personal balance outside of work. This training provides an integrated approach and hands-on activities for employees to identify values, priorities and how to manage time.

Executive Writing
By focusing on writing for executive audiences, participants are taught how to advance their careers and develop credibility in their role. Participants learn how to improve communication skills and executive assistants can gain the knowledge and tools they need to excel in their role. Participants learn how to improve communication skills and workplace relationships, prioritize projects and deadlines, and manage time and e-mail effectively.

Career Development Workshop
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Crucial Conversations
Effective communication is an important part of personal and professional success. In this course, participants learn to talk openly and honestly and gain the skills to communicate effectively with staff at all levels, no matter how delicate the topic. This course addresses how to handle high-stakes issues that can resolve problems and improve quality, the work environment and patient satisfaction.

Introduction to Project Management
Successful project management requires strong organizational skills and the ability to think strategically. Participants learn the process for handling projects of all sizes, the basic components of project management, and strategy for using tools and techniques to achieve desired outcomes. The various phases of a project, its charter, milestones and other key aspects are covered.

Harvard ManageMentor
This web-based, highly interactive program offers focused tutorials on a wide range of topics that encompass common challenges faced by staff in a health care setting. See page 33 for login instructions.

Back-to-School Clinic
This clinic offers helpful tips for the adult learner returning to school, including how to select the right school and program, how the transfer process works and an overview of financial resources available through Scripps.

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Corporate Compliance Program
(Including Privacy and Information Security)

Staying abreast of the changing policies and regulations in health care is crucial. The Corporate Compliance program ensures employees, physicians and volunteers are well informed by providing general recurring compliance education and awareness programs, and offering programs to meet specific educational needs.

Each year, program objectives and initiatives are determined by considering changing laws and regulations, priorities and guidelines of regulatory agencies, identified risk areas, and management requests. The program provides information about key policies, risks and compliance focus areas, and employees can access resources and information online or in person. Compliance education is delivered through a variety of educational programs and offerings, including:

- New Employee Orientation
- Leadership Orientation
- Standards of conduct education and other annual initiatives
- Scripps privacy practices and information security education
- Values-based decision making framework and exercise
- Ongoing awareness articles in Inside Scripps and Manager’s Hotshot
- New physician education
- Topic-specific education, as requested
- Departmental-focused education sessions
- Scripps Audit & Compliance Services web page on ScrippsNet
- Scripps online policy library web page on ScrippsNet
- Scripps Fraud Prevention program web page on ScrippsNet
- Scripps vendor compliance information web page on Scripps.org
- Scripps Identity Protection program web page on Scripps.org
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- Scripps Identity Protection program web page on Scripps.org

For more information about available programs, contact Audit & Compliance Services at 858-678-7785 or coughlin.jan@scrippshealth.org.

Scripps Wellness

Scripps Wellness helps our employees lead healthy lives through education, assistance and support for adopting healthy behaviors. Program participants can earn “wellness credits” by meeting program goals that result in incentives or merchandise. Eligible participants can receive health insurance premium discounts for participating.

Wellness online

The interactive Scripps Wellness website plays an integral part in the program. The website allows program participants to create their own customized home page that reflects their individual needs and interests and tracks their progress. The website offers sophisticated health and wellness resources, interactive tools and daily health articles based on participants’ areas of interest.

Scripps Wellness offers:

- Online wellness assessment: Participants receive a comprehensive personal health report based on their medical history, lifestyle and medical risk. Completion of the wellness assessment is required to qualify for the annual participation incentive.
- Wellness screening: Biometric screening (cholesterol, triglycerides, glucose and blood pressure) is offered annually at each facility, or home test kits are available for employees who want to screen at home.
- Wellness challenges: Four challenges are offered annually to motivate and help participants form new, healthy habits. Each challenge is a four- to six-week period when employees record their participation as they pursue specific activities designed to reduce health risks. Completion of at least one wellness challenge is required to qualify for the annual participation incentive.
- Healthy living programs: Participants can choose from 14 different conditions they want to change (e.g., weight loss, healthy heart or get in shape programs among others) and complete an online module that provides a structured approach to help them reach their goals. Information is integrated with other program elements and provided through a variety of formats and interactive support tools.
- Telephonic health coaching: Credentialed experts are available to provide individual counseling for six condition-specific programs. Participants work with a single coach for several months. Coaches make assessments, assist with goal setting and provide support.
- On-site wellness activities: Exercise classes and health-related educational opportunities are offered regularly at Scripps locations.
- Online seminars: Monthly seminars are offered on a variety of health-related topics.
- Preventive exams and activities: Physician exams, self-exams and flu shots are encouraged and rewarded through program incentives.

Scripps Wellness is available to all full-time, part-time and casual employees, and family members who are 18 and older have full use of the Scripps Wellness website.

For more information, visit ScrippsWellness.com, log on to ScrippsNet or e-mail scrippswellnessprogram@scrippshealth.org.
Employee Assistance Program

We all face difficulties at some point in our lives, whether it's difficulties with a colleague, issues at home or the loss of a loved one. Sometimes we are unable to resolve these issues on our own, so Scripps created the Employee Assistance program (EAP) to help employees and their family members cope more effectively.

EAP offers free, confidential services provided by licensed EAP counselors. Services are available to all Scripps employees, their family members, physicians and volunteers.

Assessment, counseling and referral services
The program provides short-term assessment, counseling and referral services. EAP can assist with a variety of issues, including:
- Depression, anxiety, grief and loss, and other matters
- Family, marital and relationship concerns
- On-the-job difficulties
- Stress or burnout
- Occupational decisions
- Drug or alcohol problems
- Work-related and non-work-related health issues

EAP also provides organizational development services, including:
- Team building and development
- Change management
- Management coaching and consultation
- Performance management support
- Conflict resolution
- Critical incident stress management
- Communication skills

Accessing EAP services
For more information, visit EAP on ScrippsNet under Human Resources or call 858-626-7450.

Information Services

Web-based training tutorials
A strong knowledge of the Centricity Enterprise electronic medical records system is crucial for Scripps clinical employees and can help contribute to quality patient care and safety. Information Services offers web-based training tutorials for Centricity Enterprise to help clinical employees use the application with greater confidence and skill. The tutorials are convenient, effective and are easily accessible from a Scripps computer.

The tutorials are free to all employees and are structured so that they can be mixed and matched to suit the needs of various areas. Available topics include:
- Introduction to the basics of Centricity Enterprise
- Order entry
- Intake/output, vital signs, pain, height/weight, point of care and activity record
- Nursing admission assessment referral screen (NAARS)
- Med/surg assessments
- Med/surg interventions, care plan and patient teaching
- Specialty flow sheets
- Pressure ulcer flow sheet
- Restraint assessment
- Medication charting

The tutorials are available on ScrippsNet under Notable Links by selecting CE Clinical Documentation Web-Based Training. For assistance, contact the IS Help Desk at 858-678-7500.

Microsoft Office classes
Information Services offers a variety of introductory classes for Microsoft Office to help employees enjoy greater efficiency and job satisfaction. Classes are free for employees and are held at each site on a routine basis. For more information about available classes or schedules, contact the training center at 858-667-6200.
New Employee Orientation

Supporting the growth and development of our employees begins on the first day of work and continues throughout their career.

Our commitment to employee satisfaction, growth and development begins on the first day of work. Orientation introduces Scripps’ mission, values and vision to new employees and ensures that they know how important their role is to the organization’s success. New employees gain the information and resources they need to begin a fulfilling career at Scripps, and learn they are a valued and supported member of the Scripps family.

Entering a World of Healing
Orientation is a dynamic and engaging process, not simply an event. New employees receive key information and resources to help them begin their career at Scripps:

1. Scripps – A World of Healing: Where do you fit in?
   - The Scripps mission, values and vision come alive as new employees learn about the Scripps World of Healing, Scripps legacy, “doing the right thing” and how they fit into the World of Healing.

2. Our Patients, Our Purpose: What does Scripps expect from you?
   - Quality care and service are crucial to Scripps’ success. New employees learn about our culture of quality and safety; patient care and outcomes; patient safety, and patient satisfaction and service.

3. A Great Place to Work: What can you expect from Scripps?
   - New employees learn about Scripps’ competitive pay and benefits, professional development, personal well-being and the Scripps team. A panel of leaders from Scripps Leadership Academy alumni model transparency and answer questions so that new employees feel engaged and prepared to begin their Scripps career.

4. Resources and Next Steps
   - In order to receive specific information and expectations of their Scripps site, employees will attend a separate site orientation to give them an opportunity to apply their new knowledge, ask questions and become familiar with their site.

Leadership Development

CFLI’s leadership development programs help emerging and current leaders master the five core competencies and behaviors that all successful Scripps leaders share.

Relationships
Developing strong interdepartmental and system-wide relationships based on honesty and respect is crucial for leadership success. Successful leaders communicate effectively and invest in their employees. Recognizing and utilizing employees’ unique talents and skills fosters a supportive learning environment.

Character
Successful leaders are reliable and accountable for their actions, meet commitments and achieve or exceed performance standards. Leaders exhibit dependability, honesty, and personal and professional integrity.

Service
Achieving service excellence requires a strong commitment to customer service, a team player attitude, and a sense of pride in the department and the organization as a whole. Scripps leaders adhere to the highest standards of quality and service.

Change
Successful leaders embrace and promote positive change to increase efficiency and productivity. By actively seeking new goals, solutions and opportunities for both departmental and individual improvement, leaders can create an environment of continuous improvement and excellence that responds effectively to change.

Results
Strategic thinking allows leaders to achieve the vision, goals and objectives of Scripps for today and tomorrow. Successful leaders are able to analyze conditions effectively in order to achieve tactical business results that support strategic goals and objectives.

Leadership Development | 19
Leadership Development Overview

Leadership development programs provide leaders with the tools they need for leadership excellence.

Through CFLI’s leadership development programs, employees have an opportunity to learn the skills and behaviors that all successful Scripps leaders share. The center draws from the experience and knowledge of both corporate and site-based leadership to identify and develop leaders, and ensure we continue to grow, succeed and improve as an organization.

Top executives throughout Scripps play an integral part in ensuring that these programs offer participants a valuable learning experience. The skills, concepts and practices covered are closely aligned with organizational goals and incorporate the five core leadership competencies to ensure that participants are well poised for success.

CFLI offers a range of programs to accommodate employees at all career levels, from employees who want to explore a career in leadership to experienced leaders looking for a new challenge:

- **Emerging Leader** – Introduces non-managerial employees to a role in leadership through mentorship and instruction on the key skills for successful leadership.
- **Leadership Skills for Leads** – Leaders responsible for shift operations gain the skills and knowledge they need for successful front-line leadership.
- **Year One: Leadership Onboarding**
  Part I: Leadership Orientation – Required for all new Scripps leaders to provide them with the necessary tools for a leadership role within Scripps.
  Part II: Leadership Essentials – Required for all new Scripps leaders to ensure they have the core competencies necessary for successful leadership at Scripps.
- **Year Two: Individual Leadership Development** – New Scripps leaders further develop leadership competence by creating and completing an individual learning and development plan.
- **Leadership Solutions** – A project-based certificate program presented in partnership with The Advisory Board.
- **Fostering Innovation** – Outlines best practices to promote and implement innovation.
- **Advanced Leadership Studies** – Offers selected leaders opportunities to take part in activities that put leadership skills in practice.
- **Executive Leadership Series** – A quarterly forum presented by the executive team to provide managers with a better understanding of issues and challenges facing Scripps.
- **Continued Leadership Development** – Leaders have a variety of resources and tools to support their individual and department’s growth.
Emerging Leader Program

Employees explore what it’s like to be a leader at Scripps.

Program Overview

The Emerging Leader program gives non-management employees an opportunity to learn more about the leadership role and the requirements of becoming a Scripps leader. Participants are paired with a mentor who guides and supports them throughout the 12-month, self-paced program. Mentors provide individual counseling, work with the employee to set quarterly goals, and offer ongoing instruction, support and assessment. The program includes instructional courses and an opportunity to practice newly learned skills. Participants collaborate with their department leadership to complete a final project.

Eligibility

Scripps full-time and part-time employees of one year or more who meet the following requirements may apply:

- Submit a completed application endorsed by their administrative director.

Enrollment

Applications are accepted quarterly.

Courses

Career Development Workshop

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

Crucial Conversations

Effective communication is an important part of personal and professional success. In this course, participants learn to talk openly and honestly and gain the skills to communicate effectively with staff at all levels, no matter how delicate the topic. This course addresses how to handle high-stakes issues that can resolve problems and improve quality, the work environment and patient satisfaction.

Peer to Supervisor

Becoming a new manager can be both exciting and challenging. This course helps emerging leaders refine their skills to become confident, high-performing supervisors. Participants learn the basics of successful supervision, discuss challenges facing new department leaders, develop strategies to overcome these challenges and receive assistance in developing a support network.

Introduction to Project Management

Successful project management requires strong organizational skills and the ability to think strategically. Participants learn the process for handling projects of all sizes, the basic components of project management, and strategies for using tools and techniques to achieve desired outcomes. The various phases of a project, its charter, milestones and other key aspects are covered.

Managing Organizational Change

Because the health care workplace is dynamic, having the tools to cope effectively with change is a crucial skill for both managers and non-managers alike. Participants learn tactics for dealing with change and identify their own difficulties to understand how and why others resist change. This course gives participants valuable change management tools and techniques to use in the workplace.

Presentation Skills

Delivering informative and engaging presentations is a vital skill. This course helps participants master the art of giving an effective presentation through proper eye contact, vocal quality, stance and movement. Participants also learn about incorporating visual aids and how to manage question-and-answer periods effectively.

Online Electives

Participants can complete online modules by selecting from available topics offered through Harvard ManageMentor.

Business Writing

Clear, concise written communication is an invaluable asset in the workplace. This course helps participants understand writing style, structure, grammar and business etiquette in written correspondence. Participants have an opportunity to apply what they have learned to improve and develop their writing.

Emerging Leader Simulation Workshop

Using the skills and knowledge gained over the year in the Emerging Leader program, participants have an opportunity to practice and apply what they have learned to deal effectively with relevant workplace scenarios.

Emerging Leader Capstone Project

The final project partners participants with their manager or department leadership in an assignment that builds on newly learned skills, techniques and knowledge gained in the Emerging Leader program. Participants have an opportunity to demonstrate their knowledge and experience by contributing to the department and putting new skills into practice.

Emerging Leader Post-Graduate Internship

Preparations are under way to offer Emerging Leader program graduates an opportunity to apply for a leadership internship. Participants can expand on what they learned in the Emerging Leader program and develop and improve leadership skills.
Leadership Skills for Leads

Leaders responsible for shift operations gain the knowledge and skills they need for successful leadership.

Program Overview

The role of the Scripps lead is both exciting and challenging. This program is designed to help front-line leads prepare for their role by gaining critical knowledge and skills necessary for successful front-line leadership.

Leadership Skills for Leads

New Scripps leaders gain skills, knowledge and confidence to excel in their new role.

Program Overview

Leadership Orientation helps new Scripps leaders expand their knowledge to succeed in their new role. Participants learn organizational priorities and proven operational processes to improve performance and effectiveness in the first year as a Scripps leader. The four-session program includes networking and validation of knowledge and skills by site-based leaders and subject-matter experts.

Eligibility

New Scripps leaders are automatically enrolled in the program and begin Leadership Orientation within 90 days. During this time, leaders learn about Scripps and gain system and site-specific resources that can help them in the early days of their Scripps leadership role.

Courses

In four, all-day sessions, Scripps leaders from across the system will introduce new Scripps leaders to organizational policies and processes aligned with core competencies:

- Welcome to Scripps Leadership – Scripps president and CEO presents his philosophy of leadership and what it takes to succeed as a leader at Scripps.
- Strategic Goals and Fiscal Year Objectives – Describes the strategic goals, objectives and organizational structures and governance.
- Values-based Decision Making – Introduction to the decision-making framework used at Scripps to ensure leaders make sound decisions that are aligned with organizational values.
- Audit and Compliance for Leaders – Outlines the elements of audit and compliance services, and the role of leaders in ensuring organizational compliance.
- Human Resources Nuts and Bolts – Provides information on Scripps workforce practices regarding HR information systems (HRIS), benefits, compensation, employee relations, recruitment, workplace safety, learning and development, and more.
- Department Financials 101 – Introduction to basic financial management at Scripps, including basic definitions, reading financial reports, and identifying and responding to financial variances.
- Talent Management – Provides information on talent management philosophy and processes including recruitment, TalentMine, affirmative action and selection.
- Information Services Basics for Leaders – Introduction to Scripps Outlook e-mail and calendar applications, and system resources for improving Microsoft Office applications skills.
- Connecting with Staff – Outlines techniques to connect effectively with staff members and maintain a "Great Place to Work" environment.
- Workplace Harassment – Reviews basic requirements to ensure a harassment-free workplace.

"After going through the onboarding program, I feel connected to Scripps and I am confident I will be more effective in my role.” – Elena C.

Welcome to Front-line Leadership

Scripps Strategic Plan

Values-based Decision Making

Four Generations in the Workplace

Connecting with Staff

Giving Effective Performance Feedback

Human Resources for Leads

Year One: Leadership Onboarding

Part I: Leadership Orientation

New Scripps leaders gain skills, knowledge and confidence to excel in their new role.

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- Workplace Harassment – Reviews basic requirements to ensure a harassment-free workplace.

"After going through the onboarding program, I feel connected to Scripps and I am confident I will be more effective in my role.” – Elena C.
Leaders of all levels utilize proven techniques and strategies to overcome challenges and thrive in their leadership role.

Program Overview
New and seasoned leaders alike can benefit from the proven techniques, tools and information provided in Leadership Essentials. System-wide Scripps leaders share a wealth of knowledge, and participants receive guidance to help them overcome challenges and apply new techniques and strategies to their own role. After participants have successfully demonstrated the competencies, they will have the key skills and core knowledge they need to be successful at Scripps.

Eligibility
Leaders who complete Leadership Orientation continue with this series of competency-based learning modules, which includes skill building and workplace application activities. New Scripps leaders will complete these modules by the end of their first year and receive validation for having the core leadership competencies necessary for successful Scripps leadership.

Courses
Selecting and Developing Talent
Hiring and developing high-quality, talented people who share Scripps’ vision of excellence is crucial to the success of the organization. Participants learn how to select and develop the right people to achieve organizational success. This course provides participants with the tools, strategies and resources they need to recruit, select and develop employee talents to achieve business results.

Scripps, the Brand
The Scripps brand stands for a superior level of care and service. This course offers an overview of the Scripps brand and the role of leaders in developing and sustaining operational processes that contribute to Scripps’ exemplary reputation. Participants learn about Scripps’ brand promise and the unique ways that Scripps delivers on this promise. Topics include the Great Place to Work program, employee wellness, disaster readiness, philanthropy, and the Scripps leader’s role in promoting and protecting the Scripps brand.

Managing People at Work
Top-performing departments share a common element: effective management. The key elements of successful management are effective communication, leadership and strong relationship-building skills. Participants learn about maintaining positive employee relations; individual and group communication styles; generational differences; and coaching for performance results and development.

Operation Q – Quality
Quality is an integral part of Scripps’ mission, values and objectives, and is critical for leadership success. Participants learn about how Scripps defines quality, accreditation and licensing regulations, risk management, performance-improvement basics, and the leader’s role in assessing and improving quality.

Tools for Managing and Leading Change
The only thing constant in health care is change, so learning to guide change effectively is a key element of success. This course provides strategies and tools that can help leaders lead and manage organizational change. Participants develop storytelling skills that can help them communicate more effectively and inspire people to change.

Finance Essentials
Successful financial performance is a critical outcome for organizational success. Participants learn about the basic financial processes used at Scripps, including finance and budgeting basics; managing labor, supplies and services; and managing operational costs.

Physicians as Partners
Establishing an effective partnership with Scripps physicians is vital for success. This course covers the basics of medical staff governance and physician models. Participants develop strategies to effectively partner with physicians to achieve optimal clinical and service outcomes.

Leadership Essentials provided the best possible tools to give me an edge and help me lead my department with innovation and purpose. My Leadership Essentials binder sits on my desk as a constant resource and a reminder of who I am and what my potential is as a Scripps Leader."

– Kevin L.
Scripps leaders gain valuable leadership experience while contributing to Scripps organizational objectives.

"Participating in the program made a significant contribution to my project development process. The session topics were perfectly aligned with my project timeline, and I couldn’t have asked for a better learning system to guide me through the development of my project." – Mary P.

Program Overview
Leadership Solutions gives leaders an opportunity to make a strong contribution to Scripps' organizational objectives while they gain valuable leadership experience by applying their knowledge and experience. Each participant develops and implements a project based on the strategic objectives of their department or site, and receives relevant curriculum throughout the project to support their goals. Participants improve problem-solving skills; gain strategic-thinking skills to help create solutions; improve their ability to influence others and lead change; and make a measurable impact on key strategic areas.

This program gives leaders a unique opportunity to play a direct role in achieving organizational objectives. Projects from previous participants have included:

• Revising the master appointment schedule to increase the number of daily appointments available.
• Increasing patient enrollment in Scripps medical plans.
• Improving patient satisfaction by shortening wait times in the emergency room.

Eligibility
Employees who have successfully completed Leadership Essentials and have a minimum of two years' experience as a Scripps manager or director may apply. Applicants must commit to attending all six, full-day sessions (one session per month) and completing a strategically aligned project.

The curriculum helps participants achieve successful project outcomes. Participants will enhance their knowledge and skills in a variety of areas, with courses such as:

• Leading through Vision
• Problem Solving and Innovation
• Tools for Managing and Leading Change
• Instilling Accountability
• Data-driven Decision Making
• Impact through Influence

Advanced Leadership Studies
Scripps leaders have a wealth of opportunities to gain valuable leadership experience and contribute at the highest levels.

Scripps is highly committed to fulfilling its values, mission and objectives, and is equally committed to offering its leaders the resources and support they need to achieve top performance and provide strong leadership for the future. Advanced leadership studies courses are taught by the Scripps CEO and executive team, allowing participants to interact with leadership at the highest levels. Leaders gain valuable experience by participating in programs that offer system-wide exposure, and have a unique opportunity to contribute to the future success of Scripps.

Scripps Leadership Academy
The Scripps Leadership Academy (SLA) provides an opportunity for high-potential leaders to succeed at Scripps with a one-year program that incorporates classroom learning and knowledge exchange. Participants gain access to top leadership and engage in open, honest dialogue on a wide variety of topics that affect leaders. Scripps senior executives provide participants with valuable information to help emerging leaders succeed at the highest levels of Scripps. The Scripps CEO personally leads SLA.

Scripps Leadership Academy Alumni Academic Sessions
Building on the enormous success of the leadership academy, the Scripps Leadership Academy Alumni (SLAA) group promotes leadership development among leadership academy graduates through continued education, networking and service to Scripps. SLAA Academic Sessions is an annual series with a mix of speakers that includes alumni, executive leadership and the academic community. Each year, program curriculum is based on feedback from alumni and the executive team to ensure the program provides targeted, effective training for participants and continues to incorporate the most relevant topics.

Eligibility
Scripps Leadership Academy alumni.

"You are the agents of cultural change.”
– Chris Van Gorder, president and CEO

Leadership Solutions
Presented in Partnership with The Advisory Board

Leadership Development
Creating an environment that fosters innovative solutions is essential for today's leader. This series outlines best practices that promote an innovative environment, and how to implement innovation successfully. Participants have an opportunity to practice newly learned concepts by completing a project assignment in their department.
The Advisory Board Fellowship
This fellowship is for Scripps leaders who want to take their leadership skills to the highest level and contribute to Scripps and the health care industry on a national level. This two-year, prestigious fellowship allows a few select leaders to gain valuable experience that can prepare them for a high-level leadership role at Scripps. Participants meet quarterly in Washington, D.C., with health care leaders from across the country to discuss pertinent issues facing individual organizations and health care as a whole. These quarterly meetings give participants an opportunity to share and gain valuable insight into top-level health care leadership.

Adjunct Faculty
Leaders who are interested in teaching, motivating and inspiring others have an opportunity to share their knowledge through the Adjunct Faculty program. Participants help facilitate strategically aligned organizational learning by sharing their knowledge, expertise and passion for what they do. Adjunct faculty members play an essential role in shared learning by:
• Transferring their organizational knowledge and experience to others.
• Contributing to the growth of Scripps employees.
• Demonstrating by personal example the importance of sharing knowledge.

Eligibility
Scripps executives who have a passion for teaching and sharing expertise; content experts who teach CFLI program courses; and Scripps Leadership Academy alumni are eligible to participate.

Scripps Executive Leadership Series
Scripps executives share their knowledge and expertise on health care and the high-level issues facing Scripps and health care as a whole.

Program Overview
This quarterly series offers a forum for Scripps executives to share their knowledge and expertise with Scripps managers. Managers learn about high-level issues in detail and gain a better understanding of the challenges facing Scripps, allowing them to meet organizational needs more effectively. This series offers an environment where managers can interact with and learn from executive team members. Forum topics may include:
• Transferring their organizational knowledge and experience to others.
• Contributing to the growth of Scripps employees.
• Demonstrating by personal example the importance of sharing knowledge.

Continued Leadership Development
Scripps leaders have a full range of resources and tools to help them succeed and grow.

Learning and development is an ongoing process, and it is only through continued development that quality improvements are made. CFLI offers a variety of resources and tools for leaders to support their individual and departmental growth to improve quality performance and outcomes. Scripps is dedicated to providing leaders with the resources, support and programming they need to succeed.

Crucial Conversations
Effective communication is an important part of personal and professional success. In this course, participants learn to talk openly and honestly and gain the skills to communicate effectively with staff at all levels, no matter how delicate the topic. This course addresses how to handle high-stakes issues that can resolve problems and improve quality, the work environment and patient satisfaction.

“The Crucial Conversations course reinforces that communication is not just about what you say and how you say it, it’s about listening, observing and tailoring the communication so the message can be heard.” – Norma P.

Introduction to Project Management
Successful project management requires strong organizational skills and the ability to think strategically. Participants learn the process for handling projects of all sizes, the basic components of project management, and strategies for using tools and techniques to achieve desired outcomes. The various phases of a project, its charters, milestones and other key aspects are covered.

Eligibility
Scripps executives who have a passion for teaching and sharing expertise, content experts who teach CFLI program courses, and Scripps Leadership Academy alumni are eligible to participate.
FOCUS: Time Management and Prioritization by Franklin Covey

This workshop provides solutions for productivity by helping employees understand how to prioritize and spend their time on what matters most. Participants learn how to address the challenge that many health care workers face—balancing competing work demands on a tight schedule while maintaining personal balance outside of work. This training provides an integrated approach and hands-on activities for employees to identify values, priorities and how to manage time.

Chapters in Learning

This individualized, multi-session group program focuses on a selected book that offers valuable insight into current topics in leadership, health care and professional improvement. Participants read the selected book, present assigned chapters to colleagues, and lead or participate in discussion sessions. Participants also teach and apply newly learned concepts in their own department.

Closing the Execution Gap by Franklin Covey

Linking employees to the organization’s most important goals is the key to eliminating the gap between knowing what needs to be done and getting it done. This course exposes the key issues that derail productivity and results, and presents a straightforward plan for staying on task. Participants gain the tools and skills to significantly increase their ability to execute their team’s most important goals.

Clarifying Your Team’s Purpose and Strategy by Franklin Covey

Employees who don’t understand how their jobs align with the organization’s key goals are more likely to perform work that is adequate, rather than exceptional. This course helps managers understand that clarity at all levels is critical to an organization’s success, and how their jobs fit into the organization’s overall objectives. Participants learn how to create a clear strategy for achieving team goals that are aligned with the organization’s mission and financial success.

E-mail Efficiency by The Ken Blanchard Companies

E-mail is the leading form of communication in today’s workplace, so managing e-mail effectively is crucial. This course helps participants learn how to manage e-mail successfully by improving writing, etiquette and filing skills. Participants learn how to write clear, concise and targeted e-mails, and how to file e-mail messages for faster, easier retrieval. This course helps participants gain key skills for better e-mail communication and learn how to coach others on successful e-mail practices.

Harvard ManageMentor

This web-based, highly interactive program offers focused tutorials on a wide range of topics that encompass common challenges faced by managers in a health care setting. More than 40, two-hour study modules include tests, worksheets, tools and articles to supplement learning. Topics cover everything from budgets and goal setting, to talent management topics such as hiring and dismissals, delegating and coaching. Managers can improve communication skills, business essentials and strategy, and learn how to work effectively with individuals and teams. This self-paced program allows leaders to augment or develop new skills to make them more effective.

Login instructions

2. On the Welcome Page under New User, select click here to register.
3. On the User Registration Page, click Next.
4. On the User Registration Page/Step 1 enter city and state information, click Next.
5. On the User Registration Page/Step 2 select Scripps Health, click Next.
6. On the User Registration Page/Step 3 input personal information and create a password as requested, click Next.
7. Your registration is complete. Return to Login Page and click the Login button in the upper right-hand corner.
10. Click any topic to begin a module.
Contact us for registration, current schedules and additional information:

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