Contact us for registration, current schedules and additional information.

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Scripps is an Affirmative Action Employer.
Welcome to the Scripps Center for Learning & Innovation

Innovation and Learning at Scripps

Change lives. Starting with yours.

Center for Learning & Innovation Philosophy

Enrichment Opportunities
- New Employee Orientation
- Employee Learning & Development
- Resources for Learning
- Learning Management System
- Microsoft
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- Scripps Wellness
- Employee Assistance Program
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- System-wide Patient Care Provider Orientation
- New Grad Residency Program
- Emergency Nursing Transition Program
- Intensive Care Unit (ICU) Nursing Transition Program
- New Grad Maternal and Child Health (MCH) Program
- Perinatal Education Program (PEP)
- Preceptor Training
- Electrocardiogram (ECG) Courses
- Healing Touch
- Clinical Information Systems
- Teletracking
- Prevention/Preparedness Training
- Life Support
- Basic Life Support (BLS) Courses
- Advanced Cardiac Life Support (ACLS) Courses
- Family and Friends CPR and Heartsaver CPR

Leadership Development
- Emerging Leader
- Year One Leadership Onboarding
- Part II: Leadership Orientation
- Part II: Leadership Essentials
- Labor Management: Kronos Advanced Scheduling
- Best Practices Forums
- Stand Out in Practice
- Advanced Leadership Studies
- Scripps Leadership Academy
- Scripps Leadership Academy Alumni Academic Sessions
- Scripps Physician Leadership Academy (PLA)
- Scripps Physicians Health Care Business Certificate
- The Advisory Board Fellowship

Learning Solutions for Enhanced Performance
- Adjunct Faculty
- Performance Improvement Consulting
- Scripps Performance Improvement Certificate Program

Change lives. Starting with yours.
In this new era of health care and increasing demands, the Center for Learning & Innovation (CFLI) is leading the charge by providing system-wide learning and development programs designed to promote ongoing professional growth and development at every stage of your career life cycle.

Scripps is committed to meeting and exceeding the upcoming health care demands by improving quality, safety and satisfaction. One of our key strategies is developing our workforce. As a caregiver, you are focused on changing and enhancing the lives of others. At Scripps, you’ll have opportunities to enhance your own life as well, and enjoy a career that is more than just a job.

As our organization improves in efficiency and quality of care, you will find that you are able to achieve your potential by actively expanding the boundaries of your career. We encourage you to continue enhancing your skills so you can make process improvements that positively impact the organization and expand your career and future as well. In this brochure, you will learn about opportunities to explore your leadership talents and participate in different learning venues to support taking best practices back to your department. You will also learn how CFLI provides our talented workforce with resources to open new doors with an advanced degree, academic funding through scholarships and tuition reimbursements, professional certifications and seminars for building in-demand skills.

When you take the initiative to engage in developing your talents and apply what you learn, we see the return on the investment of learning through innovation that results in problem-solving and process improvements. As a high-performing workforce, we can achieve a culture of excellence that benefits not only our patients, but our entire organization. Becoming fully engaged in your professional future and making Scripps your career destination can position you to enjoy a variety of opportunities for years to come.

CFLI is continually designing learning opportunities and programs to meet your needs over your career life cycle. I encourage you to take advantage of these resources and support. Change lives by starting with yours.

Vic Buzachero, Corporate Senior Vice President for Innovation
Human Resources and Performance Management
Innovative Improvement
Innovation requires creativity, engagement and visionary thinking. CFLI drives these qualities by offering an extensive selection of programs and resources in an atmosphere where you can learn, improve performance and develop innovative solutions in your role and system-wide.

Innovative Collaboration
The unique talents, knowledge and experience of our employees enable 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
Innovative processes are replicable, can be applied in different ways to achieve predictable outcomes, and can be as simple as creating faster ways to do simple tasks. At Scripps, the cycle of innovation follows the Plan-Do-Check-Act (PDCA) process that includes learning, application, improvement and standardization.

To foster the innovative process, CFLI provides a framework for learning that brings together employees from different fields in unique learning venues. Through collaborative evaluation and application of new ideas, we achieve our strategic objectives and, as a result, become an ever-stronger career destination.

“...We are experiencing historic changes in health care delivery. It is critical that every Scripps provider and employee understand why changes are happening and their role and responsibility to actively participate in them. Those providers who embrace these changes proactively will thrive, while the others will not. We need innovation to create a new, integrated health care delivery system that will offer more value to our patients and community. CFLI was developed in anticipation of the changes ahead and the need for a highly motivated, innovative and engaged workforce that will carry us into this new and exciting environment.”

—Chris Van Gorder, FACHE, President and CEO

Innovation and Learning at Scripps
The vitality of every industry depends upon innovation that improves its services, processes and outcomes. Now more than ever, as the challenges that face health care continue to increase, Scripps is steadfast in our commitment to creating an environment that fosters innovation at all levels through a positive, supportive workplace where talent is valued and acknowledged.
Preparing Employees for Success

From the first day at Scripps, you receive the knowledge, support and resources you need to build a strong, rewarding career. CFLI provides departmental and system-wide learning and development to strengthen relationships, boost performance, and create an efficient and enjoyable work environment.

Supporting Individual Growth and Development

Investing in our employees’ future is a priority, and CFLI plays an essential role in providing valuable services and programs to ensure that your objectives are attained, including a variety of professional development courses, financial assistance to further your academic preparation and programs to foster the growth and success of emerging leaders.

Meeting Future Demands

CFLI designs employee career development programs to meet the need for nurses and other high-demand professionals by collaborating with local education providers. Our outreach program partners with local high schools and colleges to offer students a unique opportunity to work alongside Scripps health care professionals.

Center for Learning & Innovation Philosophy

The Scripps Center for Learning & Innovation develops aligned learning that improves performance, promotes innovation and supports development at each stage of your career. Because of our dedication to continuous improvement in quality, services and clinical outcomes, Scripps has been recognized as a premier learning organization and a prized career destination. The CFLI learning strategy incorporates three key principles:

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Change lives. Starting with yours.

Enhance your skills, your career and your life.

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

At Scripps, we believe the best people to fill our open positions are already right here. By promoting ongoing growth and development, we maximize the extraordinary assets and capabilities of our people, creating top talent within our organization so that when opportunities arise, the ideal candidates are ready. And it’s working. Every year, we fill an increasing number of job openings with existing Scripps employees who are ready to take the next step in their careers.

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 “grow your own” talent philosophy requires a strong dedication to learning, development and growth from both employees and the organization—right from the start. The talent management process starts by finding the right person for the job. We accomplish this by identifying the needs of potential employees and aligning these opportunities with Scripps. We carefully assess each candidate’s skills, abilities, teamwork and attitudes to ensure they are consistent with our culture and commitment to excellence.

Once you’re on board as a new employee, we welcome you into the Scripps family and position you to make an immediate contribution. Then, we support your ongoing growth within a wide array of opportunities to strengthen your skills, knowledge and experience.

“in today’s increasingly challenging health care marketplace, maintaining a strategic advantage and a strong corporate culture requires top-notch talent, breakthrough ideas, and exceptional service. CFLI is built on the vision of innovative, continuous learning in an environment that energizes, inspires and constantly challenges you to reach your goals throughout your career lifecycle.”

—Veronica Zaman, Corporate Vice President, Human Resources and Learning
Enrichment Opportunities

Scripps Center for Learning & Innovation (CFLI) provides employees with access to a comprehensive range of classroom and online education courses, workshops and seminars, and specialized training opportunities to help you enhance your skills and evolve in your profession. We promote a culture of learning at all levels to engage staff and leaders—starting from day one and continuing throughout your career.

New Employee Orientation

Orientation is a dynamic and engaging process, not simply an event. New employees receive key information and resources to be successful from the start.

- Welcome to Scripps
  Where do you fit in?
  The Scripps mission, values and vision come alive as you learn about the Scripps legacy and “doing the right thing”.

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

- A Great Place to Work
  What can you expect from Scripps?
  Learn about Scripps’ competitive pay and benefits, and opportunities for both professional development and personal well-being.

- “Ask a Scripps Leader” Panel
  Who are Scripps’ leaders?
  Leaders, including the president and CEO and subject matter experts from across the organization, attend NEO to welcome and orient their new colleagues. Members of the Scripps Leadership Academy alumni share their personal Scripps journeys and answer questions to help you feel engaged and prepared to succeed at Scripps.

After attending NEO, the onboarding process continues with a separate site orientation on the following day. Site Employee Orientation provides specific information about, and expectations of, your Scripps site. Our online onboarding site for new employees, Scripps Onboarding Website, enhances your experience with essential tools and electronic forms to get you started on the right foot.

Employee Learning & Development

From enhancing communication and mastering clinical skills to growing as a leader, CFLI encourages personal and professional development at every career stage.

Through comprehensive opportunities for growth and learning, our employees gain confidence, achieve goals and contribute to the quality and excellence that keep Scripps at the forefront of health care. Regardless of where you are in your career, CFLI offers courses to help you learn new skills, pursue a professional certification or simply broaden your understanding in a particular area.

Courses are open to Scripps employees with manager approval. Several of our most in-demand classes are described below; for a full list of current course offerings and availability, log into Scripps Learning Management System.

Course offerings include:

- Crucial Conversations
  Effective communication is an important part of personal and professional success. 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 also addresses how to handle high-stakes issues that can resolve problems and improve quality, the work environment and patient satisfaction.

- Project Management & Performance Improvement
  Successful project management requires strong organizational skills and the ability to think strategically. This CFLI course provides a basic understanding of the concepts of project management and performance improvement, including the skills, resources and knowledge to successfully manage and complete projects from start to finish. Participants learn to complete a rapid-cycle improvement project that uses Plan-Do-Check-Act (PDCA) methods and tools.

New employees at Scripps often comment how joining this organization had a profound impact not only in their career, but also upon their life. As a career destination, Scripps welcomes the best of the best into our organization and provides unlimited support to help employees grow and develop as professionals and form new work relationships.

Our commitment to employee satisfaction, growth and development begins on your first day of work with our system-wide New Employee Orientation (NEO). The full-day program introduces new employees to Scripps’ mission, vision and values, and illustrates how each person plays a key role in supporting the organization’s strategic goals. This signature new employee engagement experience kicks off a personalized 90-day onboarding experience to 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 tasks that really matter. A Franklin Covey planner is included.

Training Resources for Scripps Medical Foundation
As part of our commitment to ensuring a positive experience for our clinic and hospital patients and standardizing our programs across the system, CFLI provides specialized employee training and development programs. Onboarding and ongoing training benefit employees in both Scripps Medical Foundation and our hospital access departments who assist patients with appointment scheduling, registration and check-in, billing and insurance, and other matters. Each program is tailored to the needs of the employee training and development programs. Onboarding and ongoing training benefit employees in both Scripps Medical Foundation and our hospital access departments. Each program is tailored to the patient population, practices and computer systems used in these settings.

Career Development Workshop
Charting an individual career development path is an important part of reaching individual career goals. This CFLI workshop helps you manage your career effectively at Scripps by providing direction on how to align your skills, strengths and interests to the needs of the organization.

Resources for Learning
In addition to instructor-led trainings and workshops, employees may access a number of learning resources to sharpen existing skills and expand into new areas of expertise. Scripps offers a variety of opportunities to help you work smarter, support the organization’s commitment to patient care, and improve your own health and wellness. For more information on any of these resources, contact CFLI unless otherwise noted.

Learning Management System
CFLI makes it easy to access the full menu of educational courses and professional development programs with the new Learning Management System (LMS), an online application that streamlines learning for employees throughout the organization by centralizing all information in one integrated system.

The implementation of the LMS is the result of an extensive, system-wide, collaborative effort between CFLI and many other departments and stakeholders. It supports our One Scripps initiative and will greatly improve efficiency, reduce variation and enhance learning across the organization.

Open to all Scripps employees, the LMS equips employees and leaders with education and training opportunities customized to each individual’s needs and objectives. Instantly view a history of completed courses, register for new courses, view prerequisites, track progress and access post-training materials.

The LMS includes instructor-led classes and eCourse programs, as well as other special educational seminars and workshops planned throughout the system. Quickly locate courses anywhere in the system by title or subject. A reference section includes educational resources such as manuals, tutorials and additional information that you can access on your own.

The LMS also features a full list of our eCourses. These on-demand courses, offered through an electronic learning platform hosted within the LMS, put education at your fingertips when and where you want it.

Microsoft
Scripps uses the Microsoft Office platform to support our computer systems and provide the desktop computing tools we use every day. Whether you want to learn a new program or get tips to improve your proficiency, CFLI offers Microsoft Office instruction in a variety of formats, including electronic manuals, interactive tutorials and instructor-led classes. The following introductory-level, instructor-led courses are customized and tailored exclusively for our Scripps workforce:

- MS Windows
- MS Excel
- MS Outlook
- MS PowerPoint

Scripps Master Speakers
In 2011, Scripps chartered a Toastmasters club to help employees interested in developing public speaking skills. In this mutually supportive and positive learning environment, employees have the opportunity to enhance communication and leadership skills, which in turn foster self-confidence and personal growth.

“In our ‘day to day’ work life, it is not easy to see the big picture, and the Employee One Hundred program was an opportunity to do just that. It really shows how transparent Scripps is as a company. It also says a lot about our leaders, who have set aside entire days to spend with us. It is apparent that they really care about the employees and how we feel and think.”

— Dwight Johnson, Security Officer

Employee One Hundred
Initiated in 2010 to give employees a greater understanding of Scripps business strategies and initiatives, Employee One Hundred connects select front-line staff directly with the president and chief executives in the Scripps boardroom for a series of meetings and open discussions. During the six-month program, you become an ambassador within your department and share what you’ve learned with co-workers.
Employee Assistance Program

We all face difficulties at some point in our lives, whether it's a conflict 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 cope more effectively.

EAP offers free, confidential services provided by licensed EAP counselors. Services are available to all Scripps employees, your 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

For more information, visit EAP on Scripps Intranet under Human Resources, or call 858-626-7450.

Wellness Online

The interactive Scripps Wellness website lets you create your own customized home page that reflects your individual needs and interests and tracks your progress. The website offers sophisticated health and wellness resources, interactive tools and daily health articles based on the areas that interest you most.

Scripps Wellness offers

- Online wellness assessment: Receive a comprehensive personal health report based on your current health status, including lifestyle and medical risk factors.
- Wellness screens: Biometric screening (cholesterol, triglycerides, glucose and blood pressure) is offered annually at each facility or screen at home with a home test kit.
- Wellness challenges: Three challenges are offered annually to motivate and help participants form new habits. During each four- to six-week challenge, you pursue specific activities designed to reduce health risks and record your results.
- Healthy living programs: Choose from 13 programs to improve your health (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 you reach your 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 make assessments, assist with goal setting and provide individual counseling for six condition-specific programs. Participants work with a single coach for several months.
- 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 immediate family members who are 18 and older have full use of the Scripps Wellness website.

For more information, visit ScrippsWellness.com, log on to Scripps Intranet or e-mail scrippswellnessprogram@scrippshealth.org.

Scripps Wellness

Because caregivers need to take care of themselves in order to perform at their best, Scripps Wellness helps our employees get and stay healthy through education, assistance and support for adopting healthy lifestyles. Year-round wellness programs and activities give you the tools and motivation to meet your goals as well as rack up “wellness credits” that pay off in incentives or merchandise. Eligible participants can receive health insurance premium reductions as a reward for participating.

Karen Eisenhart, RN

Employee Assistance Program Team
Corporate Compliance
(INCLUDING PRIVACY AND INFORMATION SECURITY)
Health care policies and regulations are continually changing, and staying up-to-date is critically important. Corporate Compliance keeps Scripps employees, physicians, volunteers and vendors informed through ongoing general education and awareness training and special programs to meet specific needs. Access resources and information online or in person about key policies, risks and compliance focus areas.

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 and awareness is delivered through a variety of educational programs and events, including:

• New Employee Orientation
• New Physician Education
• 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 Hot Sheet
• Topic-specific education, as requested
• Departmental-focused education sessions
• Scripps Corporate Compliance web page on Scripps Intranet
• Scripps Online Policy Library web page on Scripps Intranet
• Scripps Fraud Prevention program web page on Scripps Intranet
• Scripps Vendor Compliance information web page on Scripps.org
• Scripps Identity Protection program web page on Scripps.org

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

Talent Development Services
Change lives. Starting with yours.

Scripps is proud to be a recognized career destination employer—one where you can attain all of your professional ambitions within a single organization. With the goal of developing superior talent to provide superior care, we create a learning environment that enables you to thrive in your specific field as well as in your overall career. CFLI’s talent development services support employees by offering academic programs, financial assistance and career growth.

Academic Programs
Scripps makes it convenient to further your education and career by partnering with local colleges, universities and programs to offer discounted rates on a variety of learning opportunities.

Point Loma Nazarene University
MBA and MSN Programs
Since 2009, Scripps has partnered with Point Loma Nazarene University to offer on-site master of business administration (MBA) and master of science in nursing (MSN) programs at a discounted rate for employees.

Simmons College DPT Program
Scripps physical therapists can earn a transitional doctorate in physical therapy (DPT) online at a discounted rate at Simmons College. The Bridge DPT program at Simmons is accessible, affordable and applicable to clinical practice regardless of your setting.

Sterile Processing and Distribution (SPD) Certification Program
Through a partnership with Mira Costa College, Scripps SPD employees can take advantage of test preparation courses to prepare for the SPD certification exam. Beginning in fall of 2012, certification will be required for all SPD employees.
Arizona State University RN-to-BSN
Scripps associate and diploma prepared nurses can enroll in a fully online program to earn a registered nurse-bachelor of science in nursing (RN-BSN) degree through Arizona State University.

University of Texas, Arlington RN-to-BSN and MSN
Through fully online programs offered by the University of Texas at Arlington, Scripps nurses can earn a RN-BSN or MSN in Nursing Administration.

Grand Canyon University
Scripps nurses can choose from an RN-to-BSN or an MSN program with a focus on nursing leadership or education. Respiratory therapists can earn a 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.

English at Work
Provided in partnership with local community colleges, this on-site vocational English program offers participants the confidence and language skills to improve workplace communication, increase patient satisfaction and support career growth.

Kaplan Academic Advantage
Designed to help employees manage their children’s academic needs, Kaplan Academic Advantage enables employees and family members to access programs and benefits including Smart Track Online Learning in math and reading for students in kindergarten through 8th grade, SAT, ACT and PSAT On Demand test prep for high school students, educational webinars and savings on Kaplan purchases. Visit www.kaptest.com/scripps for more information.

Scripps Physicians Health Care Business Certificate
In partnership with Point Loma Nazarene University (PLNU) Fermanian School of Business, the Scripps Physicians Health Care Business Certificate program is composed of six PLNU MBA courses over the duration of a three-semester year. Courses begin fall 2012, and physicians complete two courses per semester. Each course is held one night per week. Physicians who successfully complete the certificate program can apply to PLNU to continue the business program and earn an MBA. Certificate courses include:

- Basics in Accounting and Finance
- Financial Management
- Managing Human Resources
- Healthcare Financial Management
- Strategic Management
- Organizational Leadership*

*Participants who complete the Scripps Physician Leadership Academy are eligible to waive the PLNU Organizational Leadership course.

Internships
Scripps collaborates with local high schools, colleges and universities to enable students to explore roles in health care and gain firsthand experience as they work with Scripps professionals.

Financial Assistance
Scripps supports the academic development of all employees through a variety of scholarship and loan programs that ease the financial challenges of education. Resources available include:

Tuition Reimbursement
Reimbursements are up to $1,500 per calendar year for continued education costs, including tuition and required books. Open to full-time and part-time employees who are benefits-eligible.

Clinical Education Loan Scholarship
Provides financial assistance 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. Awards loan scholarships of up to $2,500 a year, up to a $5,000 maximum; the loan is waived if you complete your commitment to Scripps by working full-time for an agreed-upon length of time (one to two years). Open to full-time, part-time and casual employees of six months or more and eligible dependents once accepted into the program of study.

President’s Scholarship
Awards up to $1,500 annually to high-performing employees for a college degree or certificate program. Open to full-time and part-time employees of 12 months or more.

Dr. Martin Luther King, Jr. Scholarship
Awards up to $1,000 annually to applicants who best demonstrate the spirit of Dr. King’s message. Open to all employees in good standing for at least one year and eligible dependents.

Career Development
Wherever you are in your career, CFLI can help you keep moving ahead through career planning, goal setting and unique resources available only to Scripps employees.

Career Development Workshop
Charting your own professional development path is an important part of reaching your career goals. This workshop helps you make the most of your opportunities at Scripps by learning to align your skills, strengths and interests with the strategic goals and future needs of the organization and the changing health care industry.

Career Coaching
Explore your next steps with individual career coaching from a CFLI talent development professional. Coaching can give you the guidance to set goals and identify the resources within Scripps to put them into action.

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

Online Career Tools
Our convenient, comprehensive online resource center offers a variety of career development tools, online learning modules and webcasts, and a wealth of health care career information including overviews, wages, education requirements and more.

Clinical Education Loan Scholarship
Application period opens in July and scholarships are awarded in September

President’s Scholarship
Application period opens in January and scholarships are awarded in March

Dr. Martin Luther King, Jr. Scholarship
Application period opens in October and scholarships are awarded in January

Tuition Reimbursement
Apply year around; submit reimbursement within 90 days of course completion
Programs for both licensed and unlicensed employees combine classroom education with simulations, mentoring and hands-on experience to develop knowledge and skills, enhance critical thinking, and promote consistent, quality patient care across the system.

Opportunities include:

**System-wide Patient Care Provider Orientation**

Everything we do at Scripps is founded on providing the best possible care for our patients. This orientation program promotes quality care from the start by providing role and Scripps-specific education and information to all employees who have direct contact with patients. The program includes training and information which promotes safe and effective job performance, including responsibilities related to infection control standards and the environment of care. In addition, the program covers patient care policies and procedures, patient and staff safety, patient rights, clinical skills requirements, cultural diversity, sensitivity and ethical aspects of care.

**New Grad Residency Program**

Designed for the newly graduated registered nurse (RN), this innovative program aims to improve patient care quality and safety during the first year on the job. By training new nurses and building confidence at the bedside, the program helps make the initial year of a nurse’s career a launch pad to success.

**Clinical Education**

Dedicated to enhancing learning opportunities which support Scripps’ mission and vision for excellence in patient care, CFLI’s clinical education component offers an interdisciplinary approach to education and training for Scripps clinicians and ancillary staff. A full array of clinical and ancillary education options ensures you have the skills, information and confidence to care for our patients and enhance your career.

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Emergency Nursing Transition Program
This 12-week program facilitates the transition of an experienced RN with a varied clinical background to an advanced beginner emergency nurse. The program includes an online educational component, lectures by expert speakers, hands-on skills and simulation as well as clinical orientation with trained preceptors in emergency departments across the system.

Intensive Care Unit (ICU) Nursing Transition Program
This 12- to 16-week program trains new and experienced nurses to become safe and competent intensive care clinicians. The program fosters growth and learning through classroom lecture and testing, hands-on lab and simulation exercises, literature review and research assignments, and precepted and mentored clinical experiences.

New Grad Maternal and Child Health (MCH) Program
Developed for nursing staff interested in maternal and child health, this one-year program provides the learning environment and essential foundation for a rewarding and successful career in maternal child health nursing. The first six months prepare nurses for the basics of maternal child health through a blended learning approach of didactic online modules, assigned reading, videos, lectures, observations, labs and clinical rotations in labor and delivery and postpartum. Additional orientation to postpartum nursing (six to eight weeks) and Labor and Delivery (six months) are offered to trainees who will be working in these areas. Upon completion the RN takes primary responsibility for the patient's care and supervises the Care Team.

Perioperative Education Program (PEP)
Designed to provide the essential foundation for a rewarding and successful career in perioperative nursing, this 10-month training program uses a blended learning approach of didactic online modules, assigned reading, videos, lectures, observations, labs and clinical rotations in surgical services to prepare the transitioning RN to manage and deliver competent perioperative patient care.

Preceptor Training
Created for employees who wish to mentor and facilitate the transition of new staff into the workplace, these classes cover the important role of the preceptor, adult principles of learning, communication techniques, learning plan development, problem solving strategies and critical thinking skills.

Electrocardiogram (ECG) Courses
- Basic Cardiac Rhythm Class
  This two-day course reviews heart anatomy and physiology, the conduction system of the heart, ECG waveform analysis, rate calculation, basic arrhythmias and lethal arrhythmias. Arhythmia analysis will include sinus, atrial, junctional, ventricular arrhythmias and heart block. ECG strip analysis will be used extensively with hands-on practice and interpretation.
- Advanced Cardiac Rhythm Interpretation
  Experienced ICU/telemetry nurses who have a working knowledge of basic and lethal arrhythmias will learn about wide QRS tachycardia and how to differentiate between SVT with aberration and VT, axis deviation, bundle branch blocks and hemiblocks, atrial and ventricular hypertrophy and a systematic approach to reading 12-lead ECG's.

Healing Touch
Open to all employees, Healing Touch is an energy-based, non-invasive approach to health and healing that uses touch to clear, energize and balance the human and environmental energy fields, thus affecting physical, emotional, mental and spiritual health and self-healing. Healing Touch complements conventional health care and is used in collaboration with other approaches to health and healing.

Clinical Information Systems (Coming Spring 2012)
In conjunction with the migration of several systems (Centricity “Order Entry” and a new “User Interface” and the laboratory order entry/tracking system), CFU will lead the coordination of staff education on the new functionality through a combination of online and instructor-led training.

Teletracking
Participants learn to identify Scripps-defined metrics for patient throughput and how to use the system to monitor patient flow to maintain safe and efficient hand-offs.

Prevention/Preparedness Training
Scripps offers a comprehensive range of courses to prepare employees for hazardous and emergency situations through education and simulation.
- Emergency Response Training covers roles and responsibilities.
- Facility Evacuation includes hands-on practice in moving immobile patients.
- Fire Suppression covers proper methods for suppressing fires from a variety of origins.
- NIMS (National Incident Management) and Command Aware prepares leaders to conduct operations during emergency events.

“*I’m thankful that Scripps’ financial support enabled me to pursue a masters in nursing. Scripps provides so many opportunities to grow in my career.”
—Sharon Marcelo, RN

- Decontamination Training teaches tent set-up and safely caring for patients.
- Hazardous Materials Handling teaches safety precautions when handling potentially harmful materials.
- De-Escalation Using the Crisis Prevention Institute (CPI) curriculum provides communication techniques to successfully intervene with problem behaviors and improve patient and staff safety, security and well-being.
- Safe Patient Movement promotes safe, injury-free movement and transport of patients.
Basic Life Support (BLS) Courses
Upon successful completion of one of the following courses, participants will receive a course completion card valid for two years.

- **Basic Life Support for Healthcare Providers Initial Course** (classroom-based): For health care professionals who do not have a current cardiopulmonary resuscitation (CPR) card.
- **Basic Life Support For Healthcare Providers Initial Online Course**: For the experienced health care provider who has previously had an AHA BLS for Healthcare Provider card or similar training/experience.
- **Basic Life Support for Healthcare Providers Renewal Course** (classroom-based): For health care providers who currently hold an active (not expired) American Heart Association BLS for Healthcare Providers CPR card.
- **Basic Life Support for Healthcare Providers Renewal Online Course**: For health care providers who currently hold an active (not expired) American Heart Association BLS for Healthcare Providers CPR card. Complete the online course and then attend a skills session.

Advanced Cardiac Life Support (ACLS) Courses
Upon successful completion of one of the following courses, participants will receive a course completion card valid for two years.

- **Advanced Cardiac Life Support Provider Course** (classroom-based): In this 12-hour two-day course, participants will learn to recognize cardiac arrest rhythms and the most common bradyarrhythmias and tachyarrhythmias, and how to manage cardiorespiratory emergencies using the systematic ACLS approach.
- **Advanced Cardiac Life Support Renewal Course** (classroom-based): This four-hour renewal course is for health care workers who hold a current (non-expired) American Heart Association ACLS certification and are actively working in the health care field.
- **Heartcode ACLS** (blended learning): This two-part course is designed for health care workers who have a current (non-expired) American Heart Association ACLS certification, recently expired ACLS certification, or similar training and knowledge. Participants should be actively participating in resuscitation activities and have mastered the algorithms, pharmacology, and ECG rhythms. Part 1 requires completion of the American Heart Association’s Heartcode ACLS Online course. Part 2 is a megacode testing skills session.
- **Pediatric Advanced Cardiac Life Support Course**: In this 12-hour, two-day course, participants will learn information regarding the recognition of and interventions for respiratory failure, shock and cardiopulmonary failure in infants and children.
- **Neonatal Resuscitation Program (NRP) Renewal Course**: Open to participants with a current American Academy of Pediatrics NRP card, this two-part course includes an online portion that details the knowledge and skills that may be performed during the resuscitation of a newborn followed by a hands-on skill validation session.

Family and Friends CPR and Heartsaver CPR
The following classes are designed for nonclinical employees, their family members and Scripps volunteers who wish to learn emergency lifesaving skills for personal use with family or friends and do not require course completion cards. These courses are not appropriate for Scripps clinicians.

- **Family and Friends CPR Course**: This course teaches the lifesaving skills of adult, child, and infant CPR and relief of choking.
- **Heartsaver CPR, AED, and First Aid**: Designed for non-clinical individuals interested in learning basic CPR and First Aid. The course includes recognition of heart attack, stroke and other life-threatening emergencies, adult, child, and infant CPR practice, Automatic External Defibrillator (AED) practice and airway obstruction removal techniques. Upon successful completion, a two-year course completion card will be issued.
- **Heartsaver CPR, AED, and First Aid (blended learning)**: This option is designed for non-clinical individuals interested in a blended approach to learning. Part 1 is an online, self-paced course including recognition of heart attack, stroke and other life-threatening emergencies; adult, child, and infant CPR practice, Automatic External Defibrillator (AED) practice and airway obstruction removal techniques. Part 2 is skills practice, and Part 3 is a skills test; both are completed with an instructor. Upon successful completion, a two-year course completion card will be issued.

The American Heart Association strongly promotes knowledge and proficiency in CPR and has developed instructional materials for this purpose. This material is supplied on a cost basis. Its use in an instructional course does not represent sponsorship by the American Heart Association. Any fees charged for such a course do not represent income to the Association.
Leadership Development

Founded upon Scripps leadership core competencies, CFLI’s leadership development programs equip current and emerging leaders with the knowledge, skills and resources for leadership excellence. Drawing on the experience and expertise of seasoned leaders from across the system, programs focus on three key elements that successful Scripps leaders share.

**The Leader**
Self-awareness and individual leadership style

**Leading**
Knowledge, skills, and behaviors for leading and managing others

**Leadership**
Aligning with strategic and operational objectives to achieve results

CFLI offers a range of programs designed to benefit leaders at all stages, from employees aspiring to be future leaders to experienced leaders seeking lifelong learning and development.

**Emerging Leader**
Gives high-potential, non-management employees an opportunity to learn more about the leadership role and the knowledge and skills needed to be a successful leader.

**Year One Leadership Onboarding**
Onboards new Scripps leaders by sharing expectations and resources for leadership success at Scripps.

**Best Practices Forums**
Promotes consistency and collaboration system-wide by bringing leaders together to share processes and adopt workplace best practices.

**Change for Leaders & Blueprint for Success**
A best-practice model that provides consistent guidance around leading and managing change in an efficient and predictable manner across the organization, this program includes two interdependent and mutually supporting elements: Managing the change project and managing the people aspect of change.

**Ongoing Leadership Development**
Offers a selection of resources and tools to support leaders’ individual growth and strategic success.
Emerging Leader
Explore the Scripps leadership experience.

Program Overview
The Emerging Leader Program offers non-managerial staff the opportunity to discover what it takes to become a Scripps leader and develop the skills for success. Participants are paired with a mentor who provides guidance and support throughout the 12-month, self-paced program. Mentors provide individual counseling, work with the employee to set quarterly goals and offer ongoing instruction and assessment. The program also includes instructional courses and opportunities to put new skills into practice, as well as a collaborative final project with department leadership.

Eligibility
Scripps full-time and part-time employees of one year or more who meet the following requirements may apply for the program:
• Obtain a letter or recommendation from the manager
• Complete the Career Development Workshop course (see page 15)

Courses
Gain essential skills through a series of courses designed to build knowledge in key leadership areas:
• Uniquely Scripps
• Crucial Conversations
• Transition Into Leadership
• Project Management and Performance Improvement
• Blueprint for Success (Change)
• Presentation Skills
• Business Writing

Emerging Leader Simulation Workshop
Apply the skills and knowledge learned to manage relevant workplace scenarios.

Emerging Leader Capstone Project
The final project partners participants with department leadership in an assignment that builds on newly learned skills, techniques and knowledge gained in the Emerging Leader program to contribute to the organization’s strategic goals.

Year One Leadership Onboarding
Part I: Leadership Orientation
Master the skills, knowledge and confidence to excel as a Scripps leader.

Program Overview
The Year One Leadership Onboarding Program puts new leaders on the track to success with strategic knowledge, skills and guidance. Learn about organizational priorities and 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 with Scripps leaders and interactions with subject-matter experts from across the organization.

Eligibility
All supervisors, managers and directors are expected to enroll in the program within the first 30 days of assuming a leadership role.

Courses
In four all-day sessions, Scripps leaders from across the system introduce participants to organizational policies and processes, aligned with core leadership competencies:
• Welcome to Scripps Leadership: Scripps president and CEO welcomes new leaders, describes his expectations of Scripps leaders, and presents his philosophy of leadership.
• Strategic Goals and Fiscal Year Objectives: Reviews the strategic goals, objectives and organizational structures.
• Values-based Decision Making: Introduces the decision-making framework used at Scripps to ensure leaders make good decisions that align with organizational values.
• Audit and Compliance for Leaders: Outlines the role of leaders in ensuring departmental and organizational compliance.
• Human Resources Nuts and Bolts: Provides information on Scripps workforce processes and policies regarding Human Resources Information Systems (HRIS), benefits, compensation, employee relations, recruitment, workplace safety, learning and development and more.
• Department Financials 101: Introduces the basic financial management processes at Scripps including basic definitions, reading financial reports and identifying and responding to financial variances.
• Talent Management: Provides information on Scripps’ talent management philosophy and processes including recruitment, TalentMine, affirmative action and selection.
• Leaders Connect: Describes tools for effectively connecting with staff and creating a “Great Place to Work” environment.
• Workplace Harassment: Reviews California state law requiring supervisors to ensure a harassment-free workplace.

“I feel honored to have participated in the Emerging Leader Program as a mentor. Not only did I enjoy helping my mentee develop her leadership knowledge and skills, I also benefited from working with and learning from an amazing individual from a different profession. Even after graduation, we remain in contact. The benefits are ongoing.” — Kathleen Blechertas, Manager Physical Therapy
Year One Leadership Onboarding

Part II: Leadership Essentials

Leaders at all levels benefit from proven techniques, tools and strategies to overcome challenges and be successful.

Program Overview

New and seasoned leaders alike enhance leadership skills and knowledge through group learning modules, pre- and in-class activities and on-the-job validation. Participants learn how to successfully lead by ensuring quality, managing people effectively, selecting the right talent, leading organizational change and more.

Courses

All courses are required for the new Scripps leader enrolled in the Year One Leadership Onboarding program. All Scripps supervisors, managers and above are also welcome to participate in any program course.

Selecting and Developing Talent

Participants learn to use talent-based selection to recruit, hire and develop superior employees who share Scripps’ vision of excellence and achieve results. The course also includes an introduction to supervisory, management and leadership roles and responsibilities.

Managing People at Work

Top-performing departments share a common element: effective management. Participants learn about leading the five generations in the workplace: labor relations and employee work values; and different styles of communication and problem-solving among employees.

Coaching for Results

Coaching and developing talent is a strategic investment in Scripps’ future. Participants learn how to implement a coaching process that enhances employee engagement.

Creating a SAFE Culture and Performance Improvement

Creating a SAFE culture means improving processes to prevent errors and ensure safe, quality care. Leaders learn the principles of a SAFE culture and the Plan-Do-Check-Act (PDCA) performance improvement methodology.

Change for Leaders & Blueprint for Success

A best-practice model that provides consistent guidance around leading and managing change in an efficient and predictable manner across the organization, this program includes two interdependent elements: Managing the change project and managing the people aspect of change.

Managing Financial Performance

Successful financial performance is a critical outcome for organizational success. Participants learn about information and resources to help manage financial performance, including online tools, finance language and managing departmental budgets and variances.

Performance Management

Scripps’ performance management helps leaders effectively manage staff performance to achieve organizational goals. Participants learn about Scripps’ performance management philosophy, how to achieve optimal performance from staff and key elements of effective performance reviews.

Labor Management:

Kronos Advanced Scheduling

Effectively scheduling employees is key to achieving important labor management outcomes. In this course, participants learn how to utilize Kronos electronic tools to efficiently schedule department staff, enabling the organization to optimize its human capital at locations across the system.

Best Practices Forums

Best Practices Forums bring leaders from across the organization together to review processes and adopt workplace best practices. With the goal of promoting consistency and collaboration among peers and improving successful programs, Scripps leaders share innovative best practices and identify the best processes to implement system-wide.

StandOut: In Practice

StandOut helps leaders and their teams improve performance by leveraging and sharing employee strengths. Using the newest research technologies from The Marcus Buckingham Company (TMBC), this half-day, interactive workshop combines action-oriented strengths assessment and training to identify the personal edge that will help leaders and teams work. The assessment measures Scripps leaders on nine strength roles and recommends ways to utilize those strengths to make the greatest possible impact.

"When department leaders understand the power of engaging employees, the employees really drive process improvement. Embracing best practices is key to creating a true ‘patient-first’ culture at Scripps.”

— Kevin LaChapelle, Director, Support Operations

Advanced Leadership Studies

Scripps is committed to offering high-potential leaders the resources and support to achieve top performance, provide strong leadership for the future and achieve our values, mission and objectives.

Scripps Leadership Academy

High-potential leaders enhance their skills and knowledge with a one-year program that incorporates classroom learning, hands-on experience and information sharing. Participants gain access to top leadership and engage in open, honest dialog on a wide variety of topics that affect leaders. Scripps senior executives provide participants with valuable information to help leaders succeed at the highest levels of Scripps. Refer to the Scripps Leadership Academy application for eligibility requirements and guidelines.

“StandOut: In Practice” course image
Adjunct Faculty
Scripps is committed to the philosophy that leaders teach. To that end, leaders who are interested in teaching, motivating and inspiring others have an opportunity to share their knowledge, expertise and passion through the Adjunct Faculty program. Adjunct faculty members play an essential role in facilitating strategically aligned organizational learning by:
• Transferring organizational knowledge and experience to others.

Certificate courses include:
• Basics in Accounting and Finance
• Financial Management
• Managing Human Resources
• Healthcare Financial Management
• Strategic Management
• Organizational Leadership*

*Participants who complete the Scripps Physician Leadership Academy are eligible to waive the PLNU Organizational Leadership course.

Advisory Board Fellowship
Developed to support the highest level of leadership skills and enable Scripps leaders to 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 and prepare 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.

From helping managers increase results and ensuring ongoing performance improvement to developing targeted learning initiatives across the continuum of care at Scripps, CFLI offers a range of programs and resources to support and promote individual professional development and organizational success.

- Contributing to the growth of Scripps employees.
- Demonstrating by personal example the importance of sharing knowledge.
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 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 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.

Scripps Physician Leadership Academy (PLA)
To meet the challenges of health care reform, Scripps aims to teach physician leaders to lead and co-manage. Led by the Office of Medical Management, the Scripps Physician Leadership Academy focuses on building the leadership competencies of physician leaders, increasing their leadership knowledge through classroom and self-development learning options. The program also includes an individual development plan that includes mentoring, coaching and shadowing of physician and executive leaders.

Scripps Physicians Health Care Business Certificate
In partnership with Point Loma Nazarene University (PLNU) Fermanian School of Business, the Scripps Physicians Health Care Business Certificate program is composed of six PLNU MBA courses over the duration of a three-semester year. Courses begin Fall 2012, and physicians complete two courses per semester. Each course is held one night per week. Physicians who successfully complete the certificate program can apply to PLNU to continue the business program and earn an MBA.

Certificate courses include:
• Basics in Accounting and Finance
• Financial Management
• Managing Human Resources
• Healthcare Financial Management
• Strategic Management
• Organizational Leadership*

Scripps Physicians Health Care Business Certificate

Performance Consulting Process

Learning Solutions For Enhanced Performance

Advisory Board Fellowship

Scripps Leadership Academy Alumni Academic Sessions

Scripps Physician Leadership Academy (PLA)

Scripps Physicians Health Care Business Certificate

Scripps Physician Leadership Academy Alumni Academic Sessions

Scripps Physician Leadership Academy (PLA)

Scripps Physicians Health Care Business Certificate

Performance Consulting Process

Learning Solutions For Enhanced Performance

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Scripps Leadership Academy Alumni Academic Sessions

Scripps Physician Leadership Academy (PLA)

Scripps Physicians Health Care Business Certificate

Performance Consulting Process

Learning Solutions For Enhanced Performance

Advisory Board Fellowship

Scripps Leadership Academy Alumni Academic Sessions

Scripps Physician Leadership Academy (PLA)

Scripps Physicians Health Care Business Certificate

Performance Consulting Process
Performance Improvement Consulting
At Scripps, learning drives quality. CFLI staff members work collaboratively with key partners and stakeholders across Scripps to thoroughly assess needs, fully define objectives and create customized, comprehensive solutions. The CFLI team of professional development specialists (PDS) focuses on curriculum development and program design tailored to each unique project or situation. From implementation to evaluation, CFLI stays involved at every step to provide support and ensure the best outcomes.

Scripps Performance Improvement Certificate Program
As part of our commitment to continuous improvement, CFLI provides advanced performance improvement education to sharpen the skills of individuals creating and leading performance improvement projects at Scripps, as well as standardize performance improvement knowledge and expertise across the system.

The Scripps Performance Improvement Certificate Program follows a structured methodology to introduce proven process improvement principles, tools and techniques. Scripps has adopted the Plan-Do-Check-Act methodology to organize performance improvement projects and applies established statistical process control techniques, data analysis, planning and experimental design methods. This data-driven methodology is used to reduce or eliminate defects, waste or quality problems in safety, service delivery, management and other business activities. Participants learn tools and techniques to successfully launch a project, develop and transition it from phase to phase, and finally, how to complete a strategically aligned project and evaluate its success.

Participants are selected by Scripps leadership and are assigned a high-priority project based on organizational strategic objectives. Each project team works with a mentor and reports regularly on the status of their projects to executive stakeholders. Completed projects are presented to the Executive Cabinet at a special graduation event.

Since its inception in 2010, the Scripps Performance Improvement Certificate Program has graduated multiple cohorts. Past projects include:

- Improving Productivity and Labor Efficiency in Interventional Radiology
- Improving Efficiency, Timeliness and Accuracy of the Nursing Initial Assessment
- Reduction of Linen Costs
- Reduction in Sitter Allocation, Reassessment and Discharge Variation