



Team Member Development Catalog

Explore Your Development Opportunities

We hope you'll explore the many opportunities outlined in this catalog, aimed at helping you grow and develop in your career at Wellstar. The following pages provide a reminder of our values and an overview of the 3E Development Model and 3E Development Activities to prompt your thinking about growth. Various education opportunities are available through eSource, SuccessFactors and LinkedIn Learning, including those specifically for nursing. These resources continually expand, so check back often.

Values

WHAT THEY ARE:

- We bring our mission and vision to life in our everyday work through our values – they are the qualities we embody at our best.
- Our values are compelling and memorable – nurturing our culture, the heartbeat of Wellstar.

HOW WE USE THEM:

- Our values are meant to be our mission and vision in action – they are the behaviors we demonstrate to enhance the health and well-being of every person we serve and deliver world-class healthcare to every person, every time.
- We will use our values every day to help us be intentional in our interactions with one another and with our patients and consumers.

WHAT THEY MEAN FOR YOU:

- Our values are who we are at our best. These are the words that guide and direct our organization, our culture and link to our brand.



We serve with compassion.

We recognize the significance of every interaction and give the kindness we all deserve.

IN ACTION:

- Listening actively and attentively
- Building trust in relationships by showing you care
- Engaging with other in ways that are meaningful to them



We pursue excellence.

We raise the bar and set new standards for the care we provide, the experiences we create and the solutions we deliver.

IN ACTION:

- Working together to achieve the highest level of quality and safety every time
- Gaining new skills to make our work even better
- Delighting our patients and consumers



We honor every voice.

We use the diverse perspectives, experiences and identities of our patients, consumers and team members to unlock our fullest potential.

IN ACTION:

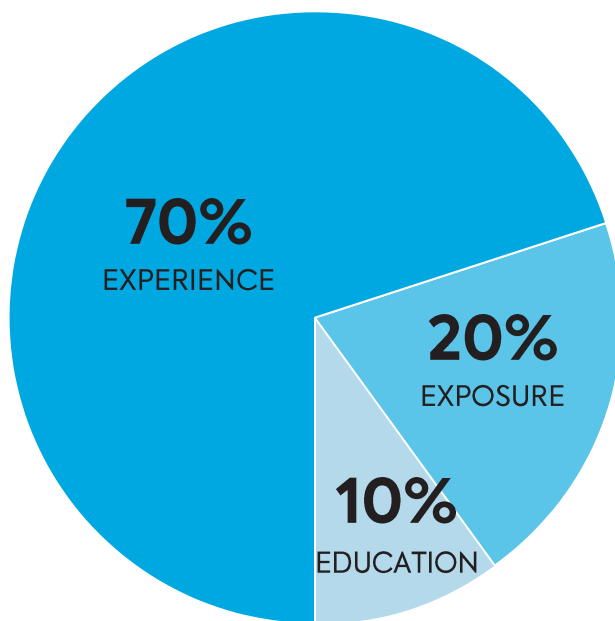
- Seeking the opinions and ideas of others
- Making it easy for team members to contribute
- Celebrating the things that make us different

DEVELOPMENT AT WELLSTAR: The 3E Development Philosophy

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

- 70% of learning and development takes place from real-life and on-the-job experiences, tasks and problem solving. This is the most important aspect of any learning and development plan.
- 20% of development should occur through exposure opportunities: feedback, coaching, mentoring and networking.
- 10% of development should occur through education: formal training classes, programs, eLearning courses, books.

This development tool kit provides an assortment of 3E ideas and suggestions for a variety of career development areas. Select those that support your Individual Development Plan (IDP).



Experience - 70%

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

Exposure - 20%

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

Education - 10%

- Courses
- Readings
- eLearning

3E Development Activities

Partner with your leader to identify activities that will be most meaningful to you and the needs of our organization.

Experience (70%)	Contribute to decisions outside your area of authority (work on a committee, partner with other teams).
	Ask your leader to delegate new work to you.
	Offer to take on new and challenging projects/assignments, including cross-functional assignments.
	Seek out ways to be a change agent for a specific initiative.
	Speak at internal or external events.
	Take on new and/or increased responsibilities.
	Learn the roles of others by shadowing or partnering on a project.
	Learn the roles of different departments within the business (shadowing, interviews).
	Become a subject matter expert or “go-to resource” on a new skill or process.
	Offer to train others on your team and create helpful tips, tools and resources to enhance learning.
	Offer to help onboard new team members to your team to help them assimilate quickly.
	Become a team member on a project where you have no expertise.
	Get actively involved with team or committee meetings.
Introduce new and creative ways of working – (i.e., submit an EPMO Grassroots idea).	
Work in groups to solve real business issues -- (i.e., implement EPMO Grassroots idea).	
Cover for others' roles while they are out of the office.	
Participate in external organizations – professional, social, community, committee, volunteer, etc.	
Seek ways to network and interact with your team and other teams.	
Investigate joining a Shared Governance Council, Professional Development Council, etc.	
Seek out mentoring opportunities through internal and external sources.	
Take on a temporary assignment in another department (i.e., cross-functional assignment).	
Research and share best practices, trends and knowledge from other industry leaders in your everyday work. Synthesize the information to present to your leader and/or team.	
Exposure (20%)	Seek out coaching and feedback regularly.
	Receive informal coaching from peers and colleagues.
	Seek feedback from others on performance and outputs.
	Seek mentoring and guidance from a leader or colleague with a greater depth of experience and knowledge.
	Share knowledge with others – what works, what doesn't, etc.
	Offer to start a book club among colleagues, reading a relevant book on a topic of mutual interest.
	Take turns hosting the chapter discussions. Click here for suggestions.
	Learn from industry associations and key figures.
	Build and learn from your network – physical and social (Yammer, LinkedIn, etc.).
	Follow and actively participate in leading industry blogs – join the conversation.
Gain more knowledge by downloading white papers and research papers.	
Watch YouTube videos on relevant topics (TED talks, skill-building videos, etc.).	
Participate in your facility's Diversity, Equity & Inclusion (DE&I) Council.	
Education (10%)	Attend Wellstar-sponsored courses and workshops.
	Attend industry-specific conferences and events.
	Attend live and recorded webinars and podcasts.
	Take Computer-Based Learning (CBL) courses.
	Acquire professional qualifications and certifications.
	Attend a college or university to obtain a degree or certification.
Take self-directed courses (LinkedIn Learning).	

NOW AVAILABLE TO
ALL TEAM MEMBERS



LeaderSkill Offerings

Each LeaderSkill Topic contains virtual and on-demand learning options such as:

- Weekly offerings of a virtual LeaderSkill class
- Bi-monthly live podcasts or webinars with key business leaders
- TeamCare Kits or other resources for leaders to take what they've learned back to their teams
- Books, articles, microlearning videos to reinforce learnings

A screenshot of a webpage from Wellstar. The header includes the Wellstar logo and a "Menu" icon. Below the header, a blue banner reads "Wellstar welcomes you to" followed by the title "LeaderSkill: Leading Through Change & Challenging Times" and "Fall 2021". A video player shows a woman, Laura Dannels, Chief Talent Officer, with a play button and a "03:21" duration indicator. Below the video, three purple boxes offer learning options: "Learn: Live, virtual learning opportunities" with a book icon, "Develop: Self-directed learning opportunities" with a group of people icon, and "Explore: External tools, resources & best practices" with a magnifying glass icon.

Find all LeaderSkill content at:

www.leadershipwellstar.com

Growing Your Career At Wellstar



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



Your Career Website

[Your Career](#) is a new career development website with the resources and tools you need to succeed. To navigate to Your Career: **eSource > Organizational Learning > Your Career Home Page**

- [Career Resources](#) – A variety of articles, blogs and short videos on career-related topics
- [Navigate Your Career](#) – View the Career Journey Model and associated activities



Webinars

Leader and team member webinars on key development topics are on **Your Career Home Page**:

- [Career Development 101 Webinar Recording](#)
- [Career Development Webinar - Creating Your Own Individual Development Plan \(IDP\)](#)



LinkedIn Learning

All Wellstar team members now have access to on-demand, online training from LinkedIn Learning. LinkedIn Learning provides the resources to learn business, software, technology and creative skills to achieve personal and professional goals – at your own pace. See course recommendations starting on page 8 of this catalog, and find all courses in [SuccessFactors](#).



Wellstar Career Development Toolkits

Toolkits to navigate our processes and systems to support your growth and development:

- [Wellstar Development Toolkits](#)



Educational Assistance

The [educational assistance program](#) helps Wellstar team members get back in the classroom. Educational assistance supports and encourages team members to continue their education in job- or Wellstar-related fields of study. All applications for assistance are processed through EdAssist in accordance with **HR Policy #5038**.

Clinical Career Development Opportunities

Certified Nursing Assistant (CNA) Program

CNAs are integral in providing the best possible care to our patients.

Wellstar offers a program that helps anyone interested in pursuing a career in patient care as a Certified Nursing Assistant. CNA Certification is in partnership with Technical Colleges in the State of Georgia (TCSG) using a regional approach (technical schools that feed into our facilities across our state).

Eligible Team Members:

- Six months of Wellstar service in a clinical or non-clinical role
- No clinical experience required
- Interest in progressing to a Care Partner position and gaining CNA certification
- Willing to serve Wellstar as a CNA for one-year post-program completion
- High School Diploma or GED/Equivalent (*educational assistance available, if needed*)
- Successful completion of the program course requirements and the state written and skills examination leading to CNA certification

Program Highlights:

We want to start you on a path to success in becoming a CNA.

- Accelerated CNA curriculum
- 110 Course Hours over the course of 4-7.5 weeks (Virtual/Clinical/State Testing)
- 100% of tuition cost will be covered for program participants
- Team member participants will maintain current pay while in the program

Interested team members should:

- Find out more about the program at [WellstarCNAcareers.com](https://www.wellstar.com/cna-careers)
- Attend a CNA Informational Session by registering at: [Information Session RSVP](#)
- Apply for CNA Program here: [Wellstar CNA Trainee](#)

Additional Clinical Career Development Opportunities will be featured in future editions.

YOU CAN be a CNA

We will help you pursue a career in patient care as a Certified Nursing Assistant.



Nursing Development Opportunities



Preceptor Pathways

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

- **Part 1:** Interactive, engaging online modules focused on what you need to know
 - Roles, Responsibilities & Realities
 - Strategic Precepting
 - Coaching for Competency & Performance
 - Precepting Challenges
- **Part 2:** Live four-hour workshop offered monthly at Wellstar Development Center or virtually. Separate registration required.

For more information, view the [Course Flyer](#). Visit [SuccessFactors](#) to sign up.



NCharge Program – Charge Nurse Education

Becoming a charge nurse is a great way to continue your career and professional development. NCharge is for nurses looking to build management and leadership skills and/or want to learn about the business-related aspects of nursing. This virtual program consists of two four-hour courses, as well as a strengths-based leadership assessment:

- **Critical Thinking Skills for Charge Nurses:** Decision-making and critical thinking skills integrated with the charge nurse role in driving resource management and process improvement.
- **Supervisory Skills for Positive Outcomes:** Confident communication, conflict management and time management and delegation strategies integrated with patient safety and prevention of hospital-acquired conditions

Visit [SuccessFactors](#) to sign up. (Course offerings to resume beginning March 2021, if conditions allow.)



Nurse Residency Program (NRP)

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

Courses include:

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

Reach out to the Center for Nursing Excellence to learn more:

CenterForNursingExcellence@wellstar.org



Specialty Fellowships

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

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

Reach out to the Center for Nursing Excellence to learn more:

CenterForNursingExcellence@wellstar.org

Resources in SuccessFactors

(Live/virtual courses will be offered when conditions allow.)



Exploring Leadership

This live/virtual course is designed for team members currently not in leadership roles. It provides an overview of what it means to be a leader at Wellstar, explores the responsibilities of leadership, the competencies needed and identifies strategies for pursuing leadership opportunities.



Communication: Strengthen Your Emotional Intelligence

In this live/virtual course, learn how to identify the personal and practical needs of a communication and how to provide a path to moving forward in discussions. Find an effective way to deliver feedback for both opportunities and strengths.



DiSC

Use the DiSC behavior assessment tool to identify your go-to behaviors and goals. Learn how to decide what behaviors are most appropriate, and how to work with others' behaviors. This is a live/virtual class.



Mission, Vision, and Values at Wellstar

Apply the mission, vision, and values of Wellstar to your everyday leadership style. Find ways to live them in the day-to-day things that your team does. This live/virtual class is designed to include experience and exposure, as well as education.



Over 5,000 LinkedIn Learning, On-Demand Courses

We heard you! Thank you for completing the Learning Needs Analysis in GAMES. From that information, we identified the top 10 topics most important to YOU and your career development. See an overview of some of the most relevant courses on the following pages.

Explore these collections already created for Wellstar team members:

[Wellstar: Career Development at Wellstar](#)

[Wellstar: Creating SMART Goals](#)

LinkedIn Learning Courses are accessed through SuccessFactors.

Search in [SuccessFactors](#) by course title or by "LinkedIn." Over 8,000 courses are available. Further access information is [here](#).

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

LinkedIn Learning Courses (Available now)	Top 10 Development Requests										Values		
	Communication & Building Trust	Problem Solving	Leading When You're Not in Charge (Core Leadership Skills)	Difficult and/or Crucial Conversations	Resiliency and Stress Management	Leading Projects & Influencing Others	Patient & Consumer Experience	Emotional Intelligence	Working Remotely	Learning about Ldrshp/ Mngmnt at Wellstar	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Effective Listening	X			X				X			X		X
Improving Your Listening Skills	X			X				X					X
Communicating with Diplomacy and Tact	X			X									X
Communicating with Empathy	X			X									X
Working with Upset Customers	X						X					X	X
Developing Self-Awareness	X							X				X	
Developing Your Emotional Intelligence	X							X				X	
Giving and Receiving Feedback	X									X	X		X
Building Trust	X									X	X		
Building Your Credibility	X									X	X		
Problem-Solving Techniques		X	X									X	
Solving Business Problems		X	X									X	
Prioritizing Your Tasks		X							X	X		X	
Critical Thinking		X								X		X	
Process Improvement Foundations		X										X	
Crafting Problem and Solution Statements		X											X
How to Give Negative Feedback to Senior Colleagues			X	X		X							X
Be More Productive: Take Small Steps, Have Big Goals			X		X							X	
Holding Yourself Accountable			X			X				X		X	
Leading Projects			X			X						X	
Leading without Formal Authority			X			X						X	

LinkedIn Learning Courses	Top 10 Development Requests										Values		
	Communication & Building Trust	Problem Solving	Leading When You're Not in Charge (Core Leadership Skills)	Difficult and/or Crucial Conversations	Resiliency and Stress Management	Leading Projects & Influencing Others	Patient & Consumer Experience	Emotional Intelligence	Working Remotely	Learning about Leadership/ Mngmnt at Wellstar	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Managing Up, Down and Across the Organization			X			X						X	
Preparing to Lead: Developing Mental Toughness in Yourself			X					X				X	
Achieving Your Goals			X							X		X	
Cultivating a Growth Mindset			X									X	
Decision-Making Strategies			X							X		X	
Delivering Results Effectively			X							X		X	
Developing Your Professional Image			X									X	
Improving Your Judgment			X							X		X	
Making Quick Decisions			X									X	
Stepping Up to Leadership			X									X	
Successful Goal Setting			X										X
Acting Decisively			X									X	
Improving Your Conflict Competence				X				X					X
De-Escalating Intense Situations				X						X			
Having Difficult Conversations				X						X		X	X
Conflict Resolution Foundations				X									X
Fred Kofman on Managing Conflict				X									X
Improving the Value of Your Time					X	X						X	
Getting Things Done					X				X	X		X	
Building Resilience					X					X		X	
Building Resilience Through Stress Management					X							X	
Enhancing Resilience					X							X	

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	Communication & Building Trust	Problem Solving	Leading When You're Not in Charge (Core Leadership Skills)	Difficult and/or Crucial Conversations	Resiliency and Stress Management	Leading Projects & Influencing Others	Patient & Consumer Experience	Emotional Intelligence	Working Remotely	Learning about Leadership/ Mngmnt at Wellstar	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Managing Stress for Positive Change					X							X	
Project Management Starts with Laying Good Ground Rules						X						X	X
Adaptive Project Leadership						X						X	
Blending Project Management Methods						X						X	
Project Management Simplified						X						X	
Project Management: Solving Common Project Problems						X						X	
Influencing Others						X			X				X
Key Psychological Principles for Ethical Persuasion						X							X
The Science of Compassion: Compassionate Presence							X	X			X		
Listening to Customers							X		X		X		X
Thomas A. Stewart and Patricia O'Connell on Designing and Delivering Great Customer Experience							X				X		X
Building Rapport with Customers							X				X		
Customer Service: Handling Abusive Customers							X				X		
Customer Service: Problem Solving and Troubleshooting							X				X		
Customer Service: Serving Internal Customers							X				X		
Delivering Bad News to a Customer							X				X		
Developing a Service Mindset							X				X		
Managing Customer Expectations for Frontline Employees							X				X		
The Science of Compassion: Getting Started							X				X		
Customer Service Foundations							X						X

