DEVELOPMENT OPPORTUNITIES

IDENTIFED BY LEADERS – OCTOBER 2019

On-The-Job Development Opportunities: The 70%

70% of professional development happens through on-the-job learning experiences. These powerful development opportunities exist everywhere… and are sometimes difficult to see.

On-The-Job Development Opportunities at M Health Fairview

Leaders from across the system identified on-the-job development opportunities that exist within their functions. They shared their top examples to create a comprehensive list of development opportunities that exist within our system.

Use the lists provided to identify on-the-job development opportunities across four areas of our organization:

Nursing

Direct Patient Care (Non-Nursing)

Shared Business Services

Patient Support Services

Remember: The best on-the-job development opportunities are the ones that *advance our work* while *developing the skills of our people*.

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Nursing

Leadership Development

- Lead recognition of colleagues (via Huddle, bulletin board, or your own idea)
- Take on report building and creation of administrative reports
- Develop staff to take on a preceptor role
- Become a student mentor or preceptor
- Become an informal unit leader
- Create and deploy "Buddy" program for new employees
- Take on a stretch assignment

Communication Skills

- Learn and use de-escalation strategies to manage high intensity interactions with patients, families, providers, and peers
- Develop (and share) conversation starters. Use them to engage with patients and co-workers of different ages, backgrounds, etc.
- Increase comfort/independence with end-of-life conversations with patients and families
- Learn how to manage conflict
- Use the DESC model on a more regular basis
- Increase communication skills

Process

- Use Outlook calendar to better manage time
- Become a Subject Matter Expert for a system (Epic, staffing system, etc.)
- Take on hand hygiene or medical record audits
- Learn how to run, search, and filter reports in EPIC
- Develop smart phrases in Epic and share with the team
- Complete trainings (example: Ultrasound, IV, Chemotherapy)
- Become a Subject Matter Expert and resource for your team
- Turn a manual process into an automated one
- Create a process for efficient charting

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Direct Patient Care (Non-Nursing)

Leadership Development

- Lead clinical areas during interim (maternity leave, leadership vacancies, etc.)
- Lead a Huddle
- Teach the concept of "Managing Up" to team members
- Learn the power of communication and opening lines of thought
- Perform chart audits for your peers and give feedback
- Train colleagues in de-escalation strategies, so they can manage high intensity interactions with patients, families, providers, and peers
- Train a new team member
- Become or train a preceptor

Communication Skills

- Learn how to navigate crucial conversations
- Learn how to better manage emotions
- Approach situations with curiosity, seeking out the "why"
- Increase responsiveness to patient service concerns
- Practice clearly communicating with patients (convey and understand expectations, provide pricing transparency, etc.)
- Practice active listening skills
- Develop humble inquiry skills
- Increase conflict resolution skills
- Ensure AIDET is used every time

Process

- Use Lean principles to establish efficiency and continuity across orthotic and prosthetic clinic locations
- Look for ways to update/improve/make more efficient…ERxs in Epic or treatment plan updates
- Develop processes to analyze business opportunities (analysis, reporting, recommendations)
- Create a clear communication process for IT requests (Example: how to change from a default low priority request)
- Create policy and competency documents
- Become a user or system expert (Epic, Staffing systems, timecard management)
- Develop process in Pharmacy to analyze business opportunities (Including analysis, reporting, recommendations)
- Develop and create a document about best practice protocols for your area of work
- Find department or unit inefficiencies, create a solution, and share with the team
- Take on a 5S Project
- Find ways to manage time more efficiently and share them with the team
- Teach colleagues new processes and work flows

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Shared Business Services

Leadership Development
- Create or lead a work group to figure out a build
- Do a peer review of a build
- Take on a leadership role using a Lean Tool (A3, Improvement Card, Pacesetter, etc.)
- SOP development and peer review
- Take the lead on projects
- Develop understanding of how to move people effectively through change (including understanding different learning styles and being able to develop and execute a plan for change)
- Complete preceptor training
- Organize a team event
- Onboard a new team member
- Shift or absorb FTE on an interim basis for staff

Process
- Create a process for the best way to track and manage documents and procedures
- Learn how to build reports
- Learn how to create administrative reports
- Understand Pre-Delivery Inspection Process and Intake
- Participate in Standard Operating Procedure development and peer review

Communication
- Use SBAR for cross-departmental communication
- Grow in ability to share knowledge with others and be open to learning from team members
- Gain an understanding of, and use, *Managing Up* skills
- Push self to speak up during a Safety Always situation
- Develop Excel skills
- Develop Power Point/Communication skills to present detailed information in a way that is easy to understand and engages participants
- Create standard, professional communication templates for different messages
- Develop communication skills (creating presentations, business writing, public speaking, etc.)

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Patient Support Services

Leadership Development
- Learn to read and manage monthly budget statements
- Become an IT hub expert for your team (e.g., Ticket Advancement)
- Become a finance expert for your team
- Become a frontline champion
- Become a lead on a specific project

Process
- Create a document of standard workflows to use with/for future department training
- Become involved in an A3 and/or other problem-solving groups
- Learn scope of practice, working to top of license
- Teach team members new processes and work flows
- Become a Subject Matter Expert in an area

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