



# Learning & Development Virtual Team Retreat

Wednesday, September 9, 2020

9 a.m. to noon



“We cannot lower  
the mountain,  
therefore we must  
elevate ourselves.”

-Todd Skinner





# Introduction of new team members

Mercedes Bailey



New Team Member  
Alert!!

Adowa Ahenkora

Student Programs







Elevating moments in your life...

# That moment failure leads to a bigger purpose



# Objectives

- Share successes and innovative strategies implemented for virtual learning and remote work.
- Reconnect with HR and learning and development competencies.
- Have fun, connect with and strengthen relationships with your team members here today.







# L&D updates from Pamela Hardy

Vice President of Learning & Development

# Learning & Development - Vision

- Learning Transformation
  - Create a learning and development platform that attracts and encourages people to learn, using technology and processes that facilitate knowledge sharing and team member interactions
  - Continue building a world-class learning & development function, elevating our skillset through competencies, refining processes and quality deliverables to meet the needs of the clients we serve

# High caliber Learning & Development competencies

**Experience Design:** Taking into account the entire team member experience rather than only the experience provided by one program, course or interaction, linking various kinds of content together to create integrated experiences.

**Contextualizing/Curating Content:** Ability to gather information relevant to a particular topic or area of interest, aggregating and contextualizing the most useful content available from multiple sources from inside and outside of the organization.

**Program Management:** The ability to plan for the lifecycle of a program/portfolio assuming full responsibility for successfully designing, planning, controlling, executing, monitoring and closing out a program.

**Evaluation and Measurement:** The ability to use predictive analytics and statistical analysis to identify patterns and trends, applying what is learned to improve performance and adjust what the client/participant experiences.

**Alignment with Business Strategy:** Develops and shapes programs, courses and initiatives based on the organization's business strategy and talent philosophy.



# Development goal & action plan example

## Development Goal

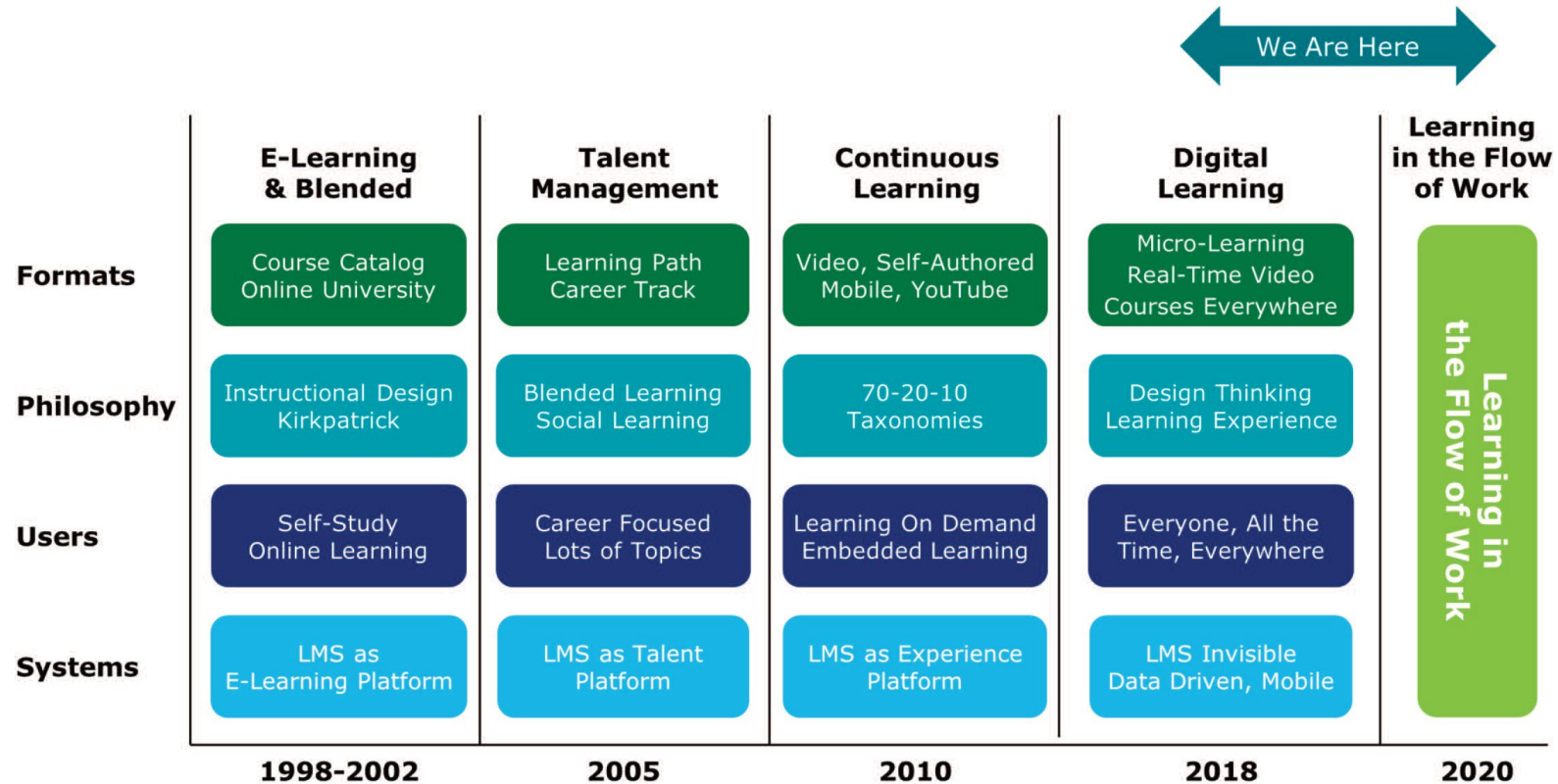
Improve collaboration by moving *From* being seen as a perfectionist, wanting to do it all yourself; not asking for help.

*To* a leader known as being humble enough to ask for others opinions and thoughts—gathering the collected wisdom, experience and judgment of leaders throughout the system.

## Action plan

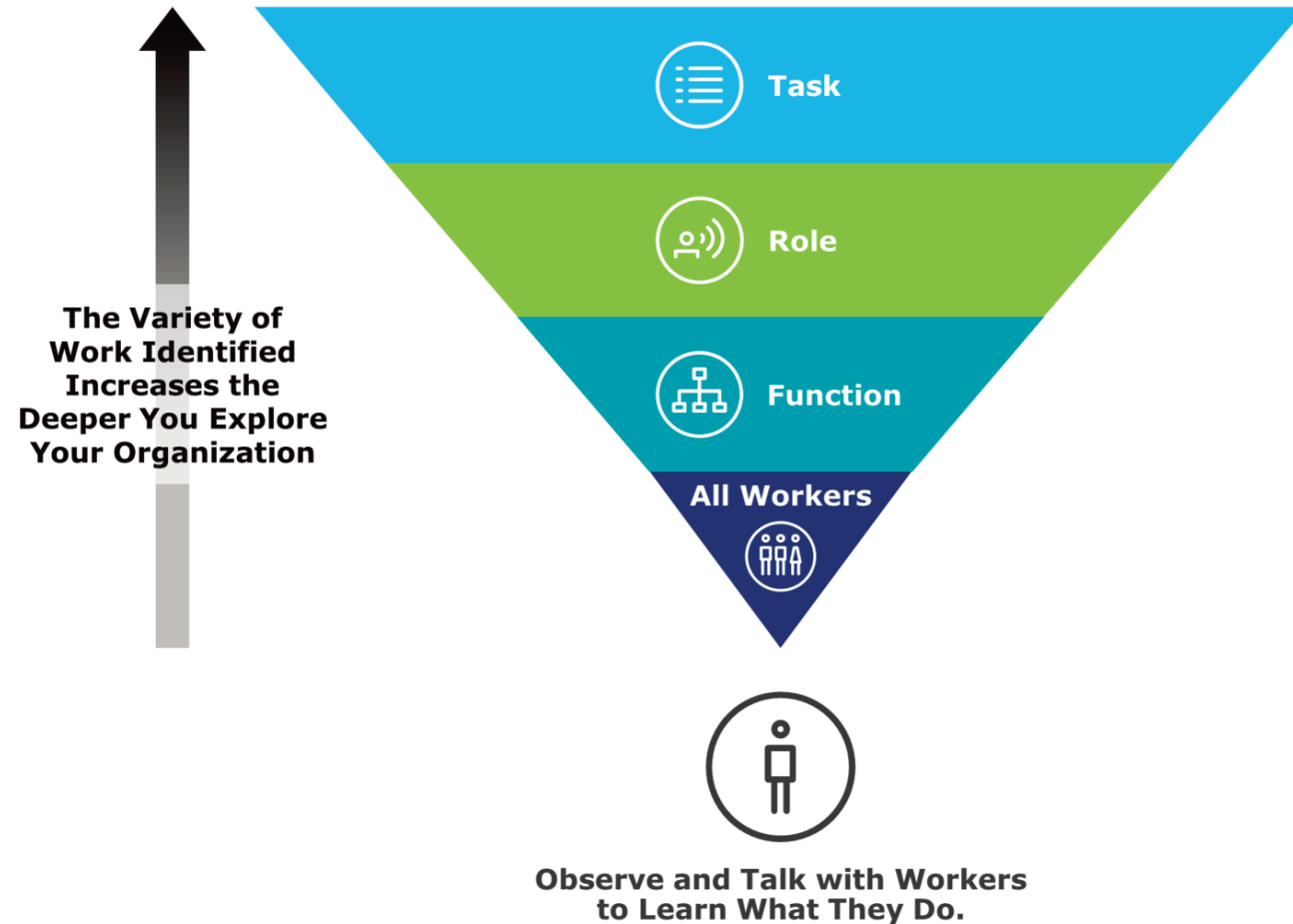
- Manage the selection and purchase of a major product, equipment, materials, program, or services.
  - Create an inclusive system-wide advisory group or task force and let the group make the decisions.
  - Find a leader within Novant Health that is known as a model collaborator and decision maker. Walk through several collaboration & decision processes seeking to understand.
  - Study decision makers. Read the biographies and autobiographies of a few people you respect and pay attention to how they collaborated and made decisions in their careers
  - Purchase to be successfully implemented and adopted by the system no later than December 2020.

# Evolution of Training & Development to Learning & Education



Source: Bersin, Deloitte Consulting LLP, 2018.

# Learning what team members do





# Continuous learning approaches

## In the Flow of Work

**Environment:** the tools, resources, physical spaces, and virtual spaces workers inhabit.

**Exposure:** interactions with people and groups of people, both formal and informal

**Experience:** special projects, stretch assignments, developmental work

**Education:** classroom, self-paced, and blended learning familiar to learning professionals



# Vision Elements - Update

## Piloted and Implemented

- Zoom optimized for virtual instructor-led learning, utilizing virtual break-out rooms, whiteboards, engaging the learner
- Physician and APP leadership development
- My Clinical Exchange
- ReadyTech
- Mobile app (Cornerstone)
- Dashboards
- Re-imagined new hire onboarding
- Leadership resources in Library Services

## In Progress

- Simulations
- VR/AR Test Cases



- Massive Open Online Course (MOOC)



- Certification in Kirkpatrick Evaluation Methodology
- Mindset shift for team members and leaders to become self-managed continuous learners
- Tuition reimbursement policy and technology solution

# Learning & Development Education

## Individual Development Plans

- Each team member should have worked with their leader to develop an individual development plan

## Learning & Development

- Empowered multi-disciplinary teams that assemble and disassemble as needed
  - Each team will be guided by a set of design principles, allowing for rapid changes when needed
  - Thought leadership in domains
- Expertise in evaluation and measurement strategies
- Experience designers
- Content curators
- Ethnologists
  - Remotely

## Next Steps

### Learning & Development Plan

- If there is a specific competency required for majority, bring learning in house
  - Experience Design
  - Program Management
  - Content Curation
- Survey to determine which competency to develop next



# Questions?

A group of diverse healthcare professionals are seated around a conference table in a bright, modern office. A woman in blue scrubs with a stethoscope is speaking and gesturing with her hands. To her right, a woman with glasses and a man in a white shirt and red tie are listening attentively. The background shows a large window with a view of a building.

**N:**

# Diversity & Inclusion



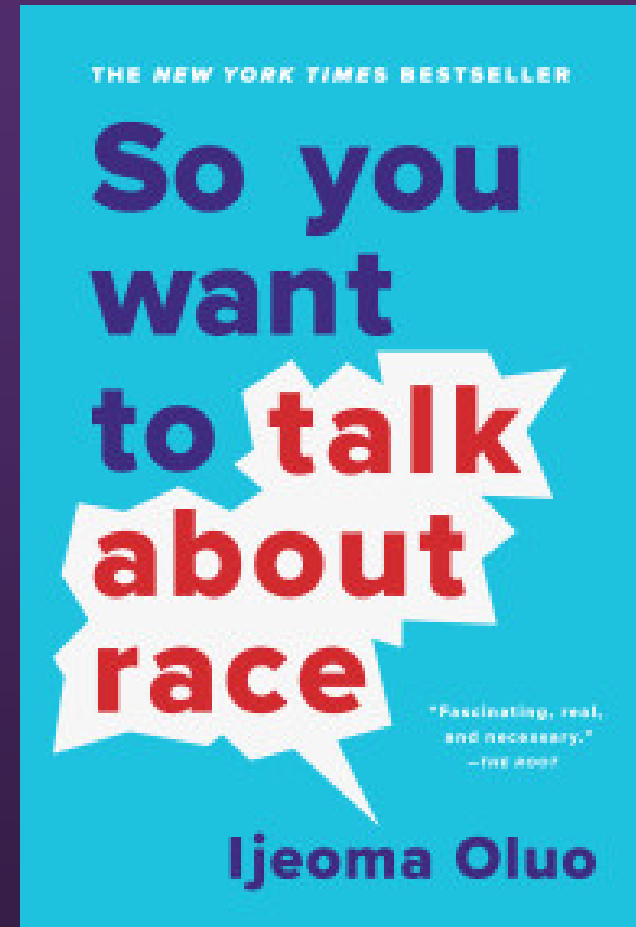
BREAK –  
10 minutes





# Novant Health Reads *2020*

So You Want To Talk About Race?





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The mission  
that drives us and  
the values that  
guide us

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## Mission

Novant Health exists to improve the health of communities, one person at a time.

## Vision

We, the Novant Health team, will deliver the most remarkable patient experience in every dimension, every time.

**Safety • Quality**

**Authentic personalized relationships**

**Voice & choice • Easy for me**

**Affordability**

## Values

Diversity and Inclusion

Teamwork

Personal excellence

Courage

Compassion

## Our people

We are an inclusive team of purpose-driven people inspired and united by our passion to care for each other, our patients and our communities.

## Our promise

We are making your healthcare experience remarkable. We will bring you world-class clinicians, care and technology — when and where you need them.

We are reinventing the healthcare experience to be simpler, more convenient and more affordable, so that you can focus on getting better and staying healthy.



# Our people philosophy

At Novant Health, people are our business. We treat each other with respect and compassion. We embrace the differences in our strengths while fostering an environment of inclusion, empowerment, inspiration and courage.

**We always remember, our business is the care of all people, starting with our team members.**



# Novant Health Reads

Novant Health Reads is a community reading discussion designed to foster team member engagement. It connects a selected book to one of Novant Health's initiatives.

## PAST NOVANT HEALTH READS SELECTIONS:

- Being Mortal. 2015 (program started)
- The Happiness Advantage. 2016
- A Common Struggle. 2017
- Type R : transformative resilience for thriving in a turbulent world. 2018
- In shock : my journey from death to recovery and the redemptive power of hope. 2019





# Novant Health Reads 2020 selection

## So you want to talk about race?

Author Ijeoma Oluo describes it as  
'conversations we never have'.

Let's watch a short video in which the  
author explains why she wrote the book.



# Ijeoma Oluo: Why We Need to Talk About Race





# Events and activities

## Author event:

Stay tuned! Details to follow.

## Availability:

Books have been ordered and are due to arrive in October. Contact your leader if you do not receive your book or send an email to:

[novanthealthreads@novanthealth.org](mailto:novanthealthreads@novanthealth.org)

## Book clubs will be forming in learning and development:

- Corporate Education
- Dimensions (2 groups)
- Library Services and Student Programs (combined)



**Note:** Information is forthcoming about the potential for audio and eBook options.

# Questions?



# Digital/virtual learning skills for the new normal

Derrick Rodgers, Manager of Learning Systems & Technology



# Agenda

- Discuss learning before COVID-19
- Discuss organizational priority
- STEEPLE analysis on COVID-19 factors impacting Novant Health
- Learning technology trends
- Q&A



# Starting Line 2020

- Training conducted primarily in-person.
- Team member meetings conducted in-person.
- Computer-based learning (CBL) used for required learning.





But then everything changed....



# During the COVID-19 pandemic...

- Converted 100% of new Corp-Ed training classes to virtual instructor led training (VILT) via Zoom.
- Transformed NLI from a 3-day off site program to 3 half-day VILT sessions.
- Conducted virtual graduation for Next Level Leader Program.
- Conducted virtual reunion for New Leader Immersion co-horts.
- Converted 1 day in-person Starting Line program to compliance/culture eLearning & one hour in-person badge/schedule pickup.
- Trained team member on how to use Zoom technology for virtual instruction.
- Partnered with D&I to convert leader and team member in-person courses to virtual classes via Zoom.
- Partnered with EOH to develop new standard operating procedures and upskill staff on how to manage via Microsoft Teams & Outlook, to support the conversion of EOH to a 24x7 paperless environment.
- Partnered with EOH & AcuteCare to develop recovery guides for Corporate & AcuteCare facilities. Remote Teams webinar.
- Developed eLearning for eHat program.
- Developed I-Grow coaching simulation.

# During the COVID-19 pandemic...

- Converted approximately 85% of new Dimensions Acute end user training to VILT via Zoom.
- Converted 100% of new provider training to VILT via Zoom.
- Put a critical access process in place for Dimensions that determined how to address training and access in stages according to various situations (precautions, limits to # people in rooms, travel limitations, staffing shortages and/or increased patient intake and re-deployment training needs).
- Put critical access training in place in case needed for other various clinical ancillary roles.
- Provided critical access training for:
  - 478 nurses to re-deploy to an inpatient area.
  - 27 CNAs to re-deploy to an inpatient area.
  - 40 nurses to re-deploy to an ED.
  - 62 nurses to re-deploy to Pre-admission Testing (PAT).
- Provided critical access training for 118 providers to work in an inpatient area.
- Provided critical access training for 16 Clinical Nurse Educators to assist with COVID research documentation.
- Manned the critical access on-line request process with DAT Gatekeepers 24/7 for 2 full months and continue to monitor is during business hours.

# During the COVID-19 pandemic...

- Co-facilitated and recorded the How to Lead Remote Teams webinar.
- Developed eLearning for eHat program.
- Provided team members online access to high-demand items to meet increased demand, we adding additional licenses to AHA ebooks (such as ACLS and PALS); and adding the AAP eBook Textbook of Neonatal Resuscitation to our collection.
- Added our online holdings to DOCLINE, the national sharing network of health science libraries.
- Cancelled & restarted student rotations, while assisting with implementation of COVID-19 surge volunteer process.



# Rapid changes in the Novant Health system

## Join by Web

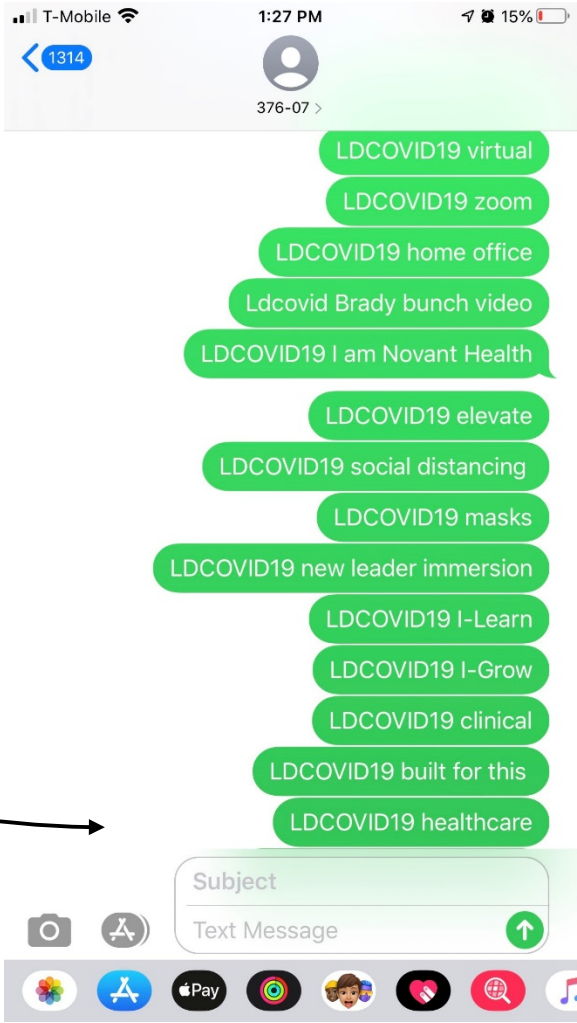


- 1 Go to **PollEv.com**
- 2 Enter **DERRICKRODGE585**
- 3 Respond to activity

## Join by Text



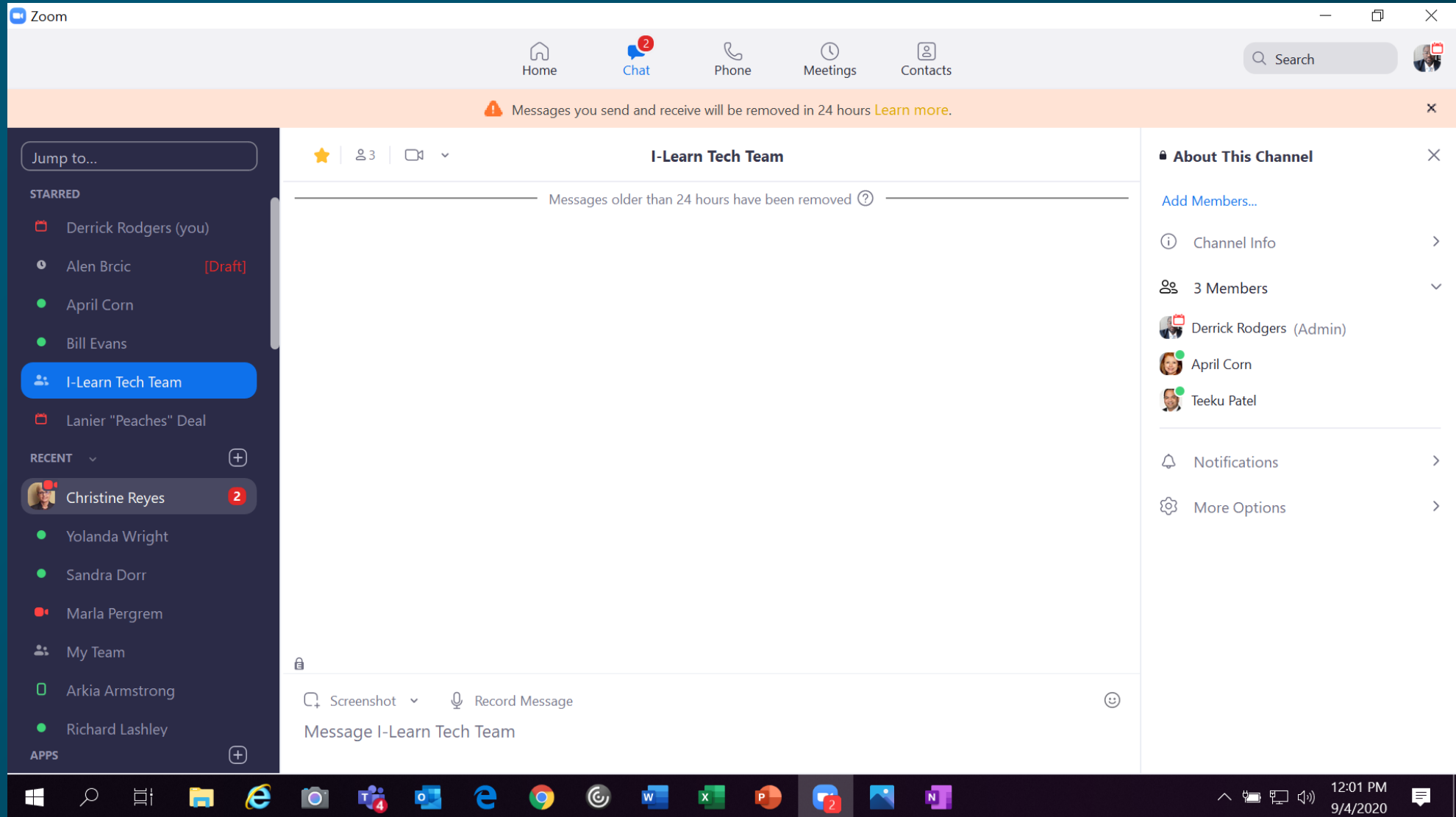
- 1 Text **LDCOVID19** and your message to **37607**





# In-house tools for learning collaboration

# Zoom





# Microsoft Teams

The screenshot displays the Microsoft Teams interface with a PowerPoint presentation open. The presentation title is "Final - Main Presentation- L&D...". The slide content includes:

- Slide 1:** "N: Learning & Development Virtual Team Retreat" with the date "Wednesday September 9, 2020" and time "9 AM to Noon".
- Slide 2:** A quote by Todd Stinner: "We cannot lower the mountains, therefore we must elevate ourselves."
- Slide 3:** "Introduction of New Team Members".
- Slide 4:** "New Team Member Alert!! Adowa Ahenkora Student Programs" with a photo of Adowa Ahenkora.
- Slide 5:** A group photo of team members.

The main slide shown in the foreground features the "N:" logo, the title "Learning & Development Virtual Team Retreat", the date "Wednesday September 9, 2020", the time "9 AM to Noon", and the Novant Health logo with the tagline "Making healthcare remarkable". The background of the slide is a photograph of a person standing on a mountain peak.

The interface includes a left sidebar with navigation options: Activity, Chat, Teams, Calendar, Calls, Files, and Help. The top navigation bar shows "File", "Home", "Insert", "Draw", "Design", "Transitions", and "Open in Desktop App". The bottom status bar indicates "Slide 1 of 52", "English (U.S.)", and "Help Improve Office".

# Microsoft OneNote

The screenshot displays the Microsoft OneNote interface. The top ribbon includes menus for File, Home, Insert, Draw, View, and Help. The main content area shows a page titled "Kaltura Testing" with a timestamp of "Friday, September 4, 2020 11:41 AM". The page content is a screenshot of a Novant Health website. The website header features the Novant Health logo and navigation links: Home, COVID-19 FAQs, Novant Health, Orthopedics & Sports Medicine, Women's Health, All Channels, Kaltura Learning, and Novant Health Webcasts. The main content of the website is a video player for a webcast titled "Webcast: Tips for reducing your risk of Coronavirus", which is marked as "ENDED". The video player shows a heart icon with a count of 0. To the right of the video player is a graphic with various medical and technology icons. Below the video player, there is a section titled "MOST VIEWED >" with three video thumbnails.

# Microsoft SharePoint

**NOVANT HEALTH** SharePoint

Search

+ Create news post

### Following

- L&D Retreat Planning Team
- NHO - Starting Line Docum...
- I-Learn Administration
- Virtual Instructor Led Trainers
- Starting Line Facilitators

See all

### Recent

- NHO - Starting Line Docum...
- L&D Retreat Planning Team
- Corporate Education
- I-Learn Administration
- HR Fun and Wellness

See all

### Featured links

- Public site
- Team Site

### News from sites

See all

- Spiritual Care** Suggested  
**Caregiver Support Group**  
MC Mitchell, Chelsy 8/28/2020
- Spiritual Care** Suggested  
**Chaplaincy and EAP leading new COVID-19 support groups for...**  
MC Mitchell, Chelsy 8/6/2020
- Spiritual Care** Suggested  
**NH Prayer Request E-mail Address**  
MC Mitchell, Chelsy 8/3/2020
- Spiritual Care** Suggested  
**New Team Member Orientation**  
MC Mitchell, Chelsy 8/3/2020
- Spiritual Care** Suggested  
**Virtual Code Lavender- Team Member Support Group**  
MC Mitchell, Chelsy 7/29/2020
- Spiritual Care** Suggested  
**Poetry and Prayer**  
MC Mitchell, Chelsy 7/29/2020

### Frequent sites

- LR** L&D Retreat Planning Team Group  
You modified Final - Main Pre...treat 9.9.2020 12 minutes ago  
Patel, Teekukumar D modified Final - Wel...9.2020 on 9/2/2020  
You viewed L&D Team Retreat 9-9-2020 Agenda yesterday
- HF** HR Fun and Wellness Group  
You viewed 2020 HR Healthy Steps spreadsheet on 8/25/2020  
2020 September Virtual Lunch Buddies is popular  
Untitled page - 2 is popular
- IA** I-Learn Administration Group  
You viewed Q2 2020 Tech Team...tion 6.25.2020 on 8/30/2020  
Patel, Teekukumar D modified Process for I L... 1 hour ago  
You viewed USE THIS ONE - S...th lookup info on 8/30/2020
- CE** Corporate Education Group  
You viewed I-Learn Pilot Ev... list 4.3.2020 on 8/31/2020  
Corn, April modified CE 90 day plan Q3 2020 1 hour ago  
You viewed 4-23-20 Generic N...ram Evaluation on 8/10/2020
- NS** NHO - Starting Line Documentation Group  
You viewed PRE-NHO LOOKUP- New ...CBL Completions 9 minutes ago  
Deal, Lanier M modified DAY OF NHO - ...; Updates on 8/25/2020  
You viewed Updated Delayed Starts 3.23.2020 on 8/22/2020
- IA** I-Learn Advisory Group  
You viewed I-Learn Advisory ...nda 05-12-2020 on 6/23/2020  
Ford, Charlise W modified Course\_Catalog\_M... on 2/24/2020  
Pharmacy Courses containing Flash 8.28.2020 is popular

Windows taskbar: File Explorer, Edge, Camera, Teams, Outlook, Word, PowerPoint, Chrome, Task View, Start Menu, Search, Settings, Network, Volume, Battery.

# Microsoft Planner

The screenshot displays the Microsoft Planner interface for the 'Learning Technologies Team'. The interface is organized into several columns representing different channels or team members:

- Left Sidebar:** Contains navigation options like 'New plan', 'Planner hub', 'My tasks', 'Favorites', and 'Recent plans'. The 'Learning Technologies T...' plan is selected.
- Top Header:** Shows the 'NOVANT HEALTH' logo, the name of the plan 'Learning Technologies Tea...', and navigation tabs for 'Board', 'Charts', and 'Schedule'. A 'Members' dropdown shows 11 team members.
- Channels:** Six columns represent different channels:
  - April's Channel:** Tasks include 'CPS Cybersecurity - 3rd party courses (4)', 'Budget conversation', 'Doulas Ort Project', 'SN-CEIF Revisions based on Pilot', and 'Kirkpatrick Training'. Assignee: Corn, April.
  - Teeku's Channel:** Tasks include 'Adding Rehires w/less than 12 months to AME dashboard/report', 'Working with April on SN-Reports & Setup Power BI Dashboard', and 'Review MS Teams training to prepare for provider meeting - Peaches facilitating'. Assignee: Patel, Teekukumar D.
  - Rick's Channel:** Tasks include 'BBP Course', 'AME', 'SOGI - for practioners', and 'Diversity and Inclusion'. Assignee: Lashley, Richard.
  - Tim's Channel:** Tasks include 'Supply Chain content', 'Trauma modules', 'Gary Lee Adams - IDARF request for a new CBL', '- Child Development Center NHO', 'API CBLs for Halee', and 'Visual Designer'. Assignee: Hall, Timothy H.
  - Working On (Team):** Tasks include '(Ongoing) Provider rollout Reappointment Discussion/Collaboration for New Batch-CMSO/Corp Ed/DPS', 'Pharmacy Courses - Getting Flash out of all the courses', and 'L&D Retreat Day - 9/9'. Assignees: Hall, Timothy H and others.
  - BSAs Channel:** Tasks include 'Cornerstone - October Release', 'Revisit Merge Account process and possibly take back from AS II's', 'Reviewing System Administrator role in I-Learn', and 'Providing NHO schedules from I-Learn and Mail Merges'. Assignees: Hall, Timothy H and others.



# Other learning technology trends

# Mobile learning and responsive design



# Enterprise video curation



Home COVID-19 FAQs Novant Health Orthopedics & Sports Medicine Women's Health All Channels Kaltura Learning Novant Health Webcasts

SEARCH + ADD NEW GUEST

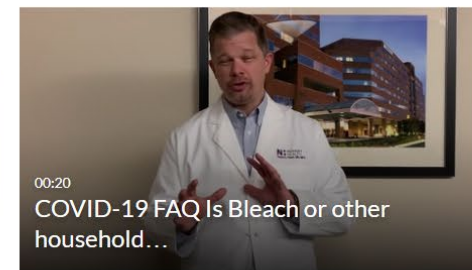
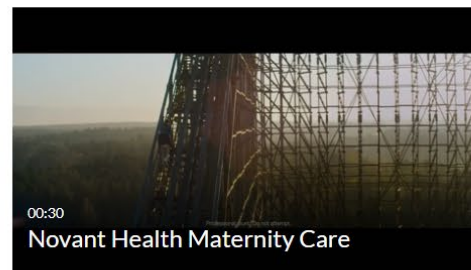
ENDED

Webcast: Tips for reducing your risk of Coronavirus

0



MOST VIEWED >



https://novanthealth.mediaspace.kaltura.com/media/WebcastA+Tips+for+reducing+your+risk+of+Coronavirus/1\_q0jtjy9

# Gamification and digital Badges



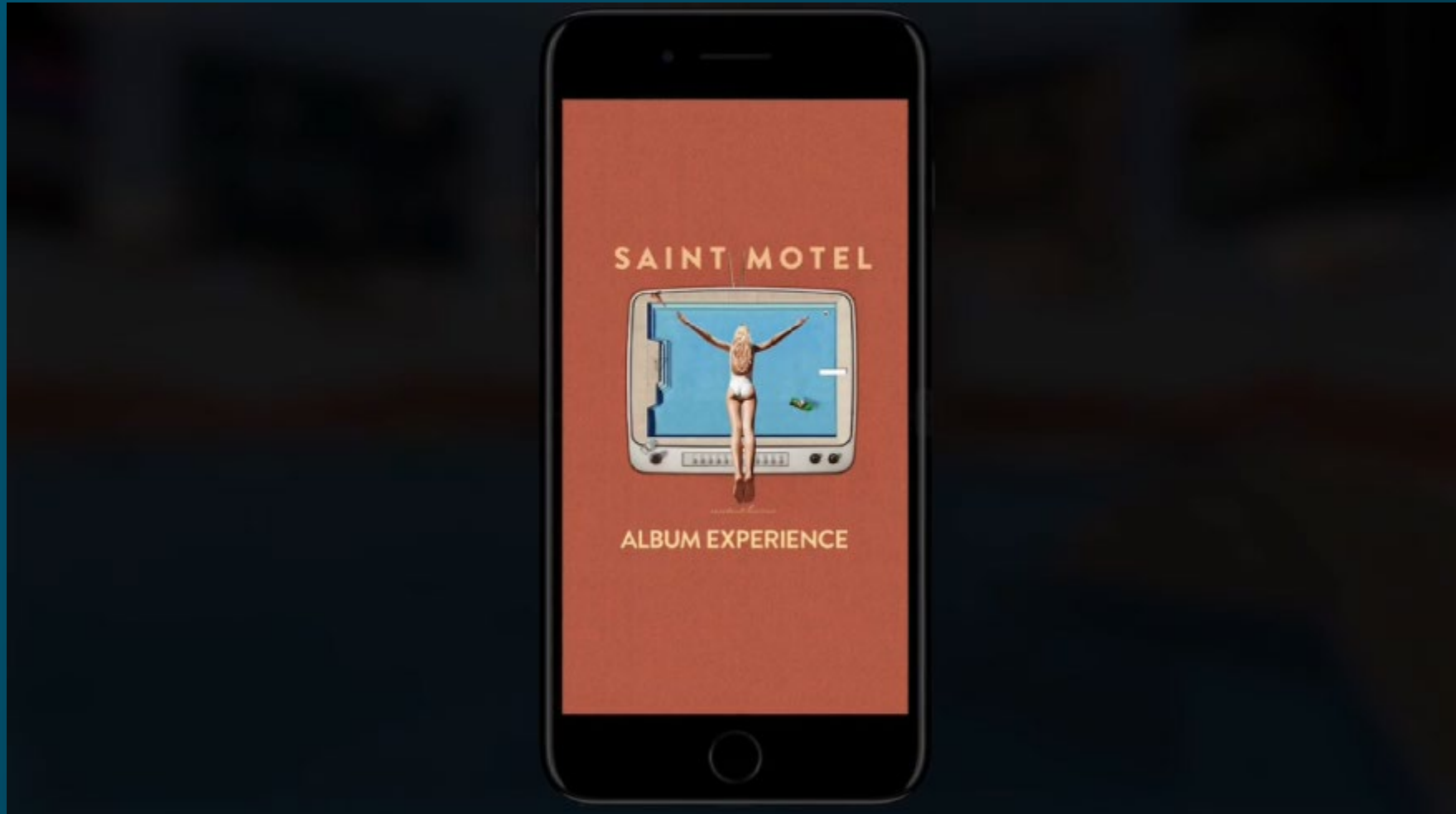
The screenshot shows a user profile on the Credly platform. At the top, the Credly logo is on the left, and navigation links for "GIVE", "ABOUT", and "UPGRADE" are in the center. The user's name "Jonathan F." is on the right. Below the name is a profile picture and a bio: "Jonathan", "Credly member since December 2012", and social media icons for LinkedIn, Twitter, and Facebook. The "About Me" section identifies him as the Founder & CEO of Credly, director of the BadgeOS Project, executive producer at LearningTimes, and author of Learning in Real Time. A sidebar on the left lists navigation options: Settings, VIEW PROFILE, ACCOUNT SETTINGS, MY CREDIT, CONTACTS & LISTS, FOLLOWING, and VERIFICATION. The main content area shows "Earned (15)" and "Given (2)" badges. A "PUBLIC CATEGORIES" filter is active, and a "Show Testimonials" toggle is on the right. The displayed badges include: "Civil Rights: From ... Smithsonian Center f...", "Museums & Mobil... Museums & Mobile", "Certified Synchro... LearningTimes", "Green Room Susan Manning", "OH FREEDOM! PARTICIPANT", "Presenter ELI 2013", and "Teaching the 57th ... Smithsonian Center f...".



# AR/VR learning environments



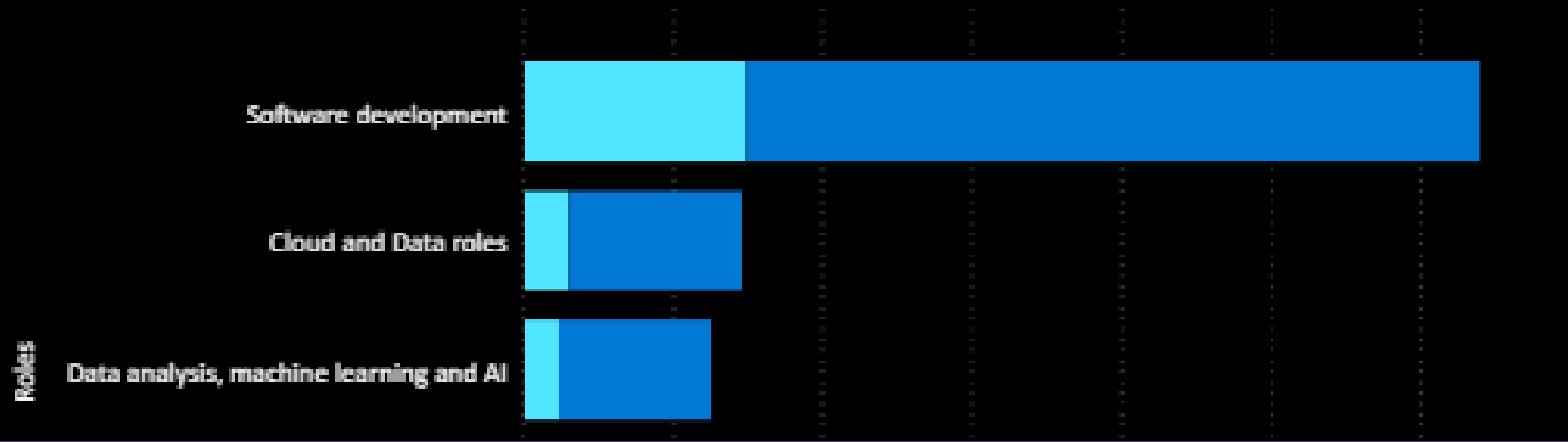
# AR/VR for 'Experience Design'



# Our estimate of 149M new, technology jobs will vary by country, industry and sector

Estimated capacity of technology jobs by 2025

● Current workers ● Additional jobs



Country  
All

Industry  
All

Sector  
All

## Storytelling through data

# Questions?





# Kirkpatrick Evaluation Model

**Why does it matter?**

Halee Whitman, Corporate Educator

Wyna Howe, Corporate Educator

# Why evaluate?

**Improve  
the Program**



***Effective Training***

**Improve Job  
Performance**



***Training Effectiveness***

**Maximize  
Organizational Results**



**Demonstrate relative contribution of each success factor**

# The three stages of a program



Not every class  
needs to be evaluated

Training is not always  
the solution

Begin with the end  
in mind

Learning-centered not  
training-centered

## KEY LEARNINGS

Key drivers are vital to  
ensure learning

Connecting to organizational  
goals ensures value

Importance of a blended  
evaluation tool

Stakeholder expectations  
from tactical to strategic

Quantitative and  
qualitative data



# Getting started

## THE KIRKPATRICK MODEL

### Level 4: Results

The degree to which targeted outcomes occur as a result of the training and support and accountability package

### Level 3: Behavior

The degree to which participants apply what they learned during training when they are back on the job

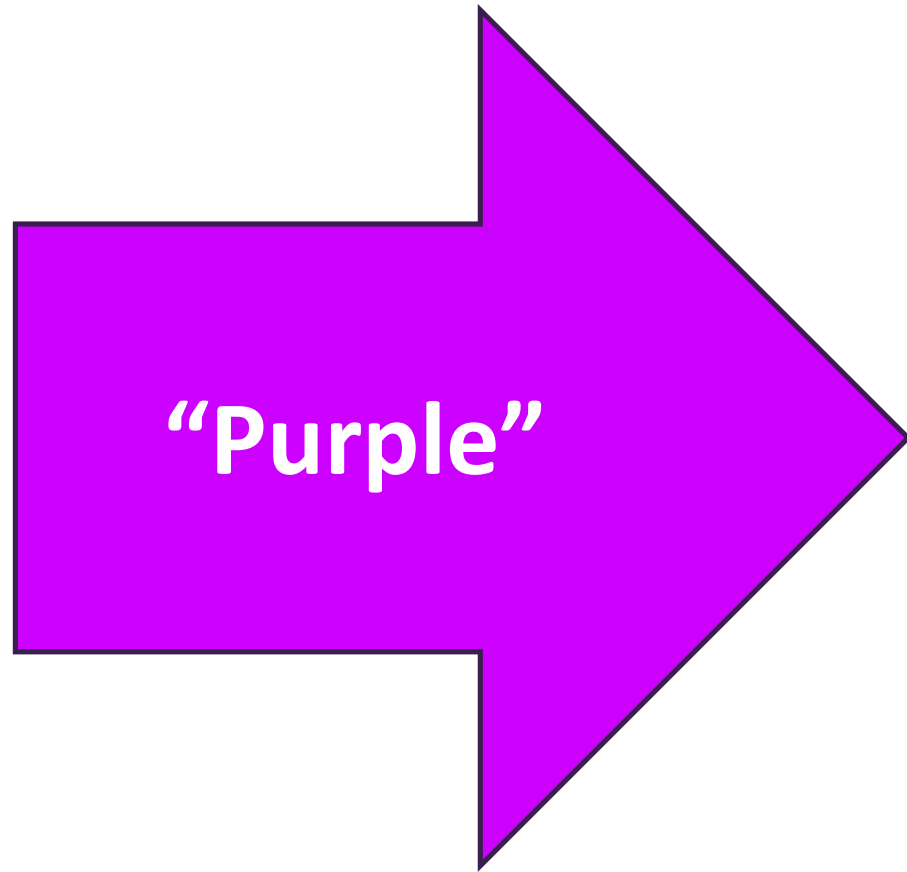
### Level 2: Learning

The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training

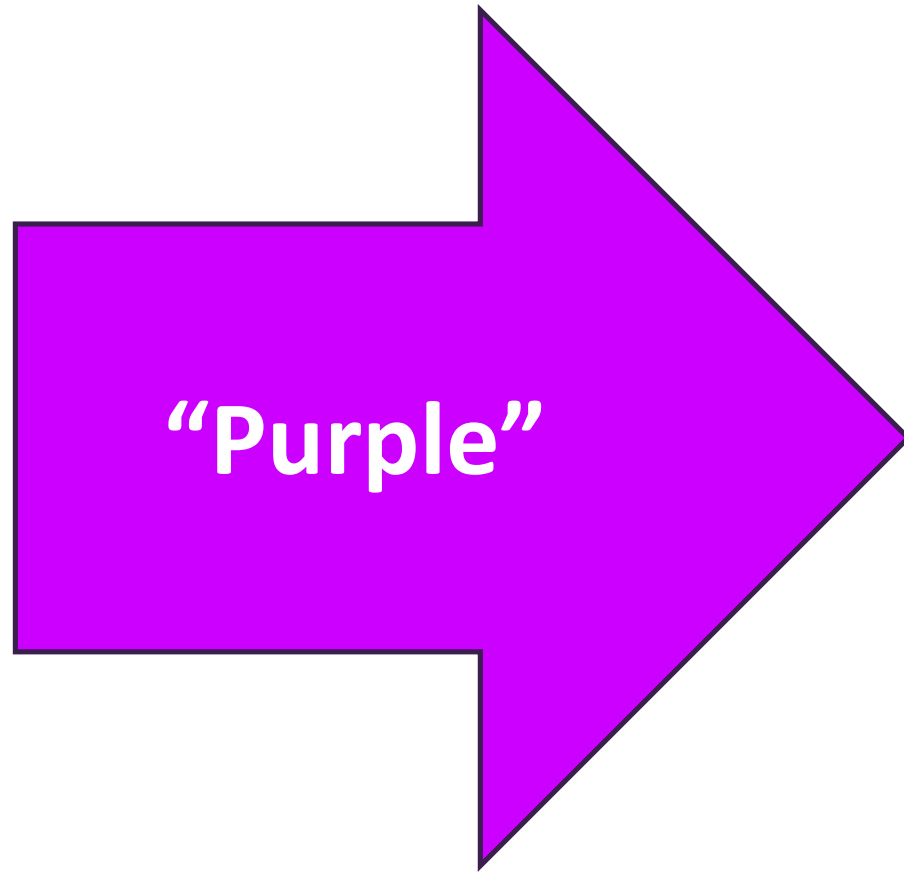
### Level 1: Reaction

The degree to which participants find the training favorable, engaging and relevant to their jobs

Say aubergine, please!



Start with the end in mind...



# Business case

- **What organizational purpose does it support?**
  - MVV
  - Strategic imperatives
- **What problem does it address?**
- **What is the risk of NOT addressing?**





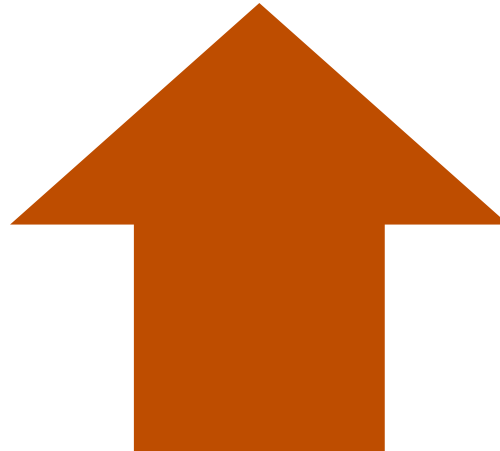
# Stakeholder expectations



**Tactical:  
Operational**



**Strategic:  
Organizational**



# Leading indicators

**Short-term observations and measurements suggesting that critical behaviors are on track to create a positive impact on desired results.**



# Is training the answer?

- **Job aid**
- **Policy change**
- **Communication**
- **Motivation**
- **Coaching**



# Education required...

## **Critical behaviors:**

Few key behaviors that will have to be consistently performed to bring about targeted outcomes.

## **Required drivers:**

Processes and systems that reinforce, monitor, encourage or reward performance of critical behaviors on the job.





# Next steps

- **Group certification in Bronze/Silver**
- **Create an education plan for Learning & Development**
- **Serve as evaluation experts system wide:**
  - Processes, resources and education
  - Best practices



# Questions?



# Wrap-up discussion with Pamela Hardy

Vice President of Learning & Development

# This is what will make or break you in 2020





# Evaluate your retreat experience!

Access the Survey Monkey evaluation via URL or QR Code:

<https://www.surveymonkey.com/r/QWCSRRJ>

