



VIZIENT CONNECTIONS SUMMIT

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One Step at a Time: Building Professional Development Strategies That Work

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No one in a position to control the content of this educational activity have relevant financial relationships with ineligible companies.

Learning Objectives



- Identify strategies for making clinical and nonclinical career development programs more accessible and relevant.
- Describe methods for structuring competency-based ladders that improve engagement and retention.



One Step at a Time: Building Professional Development Strategies That Work

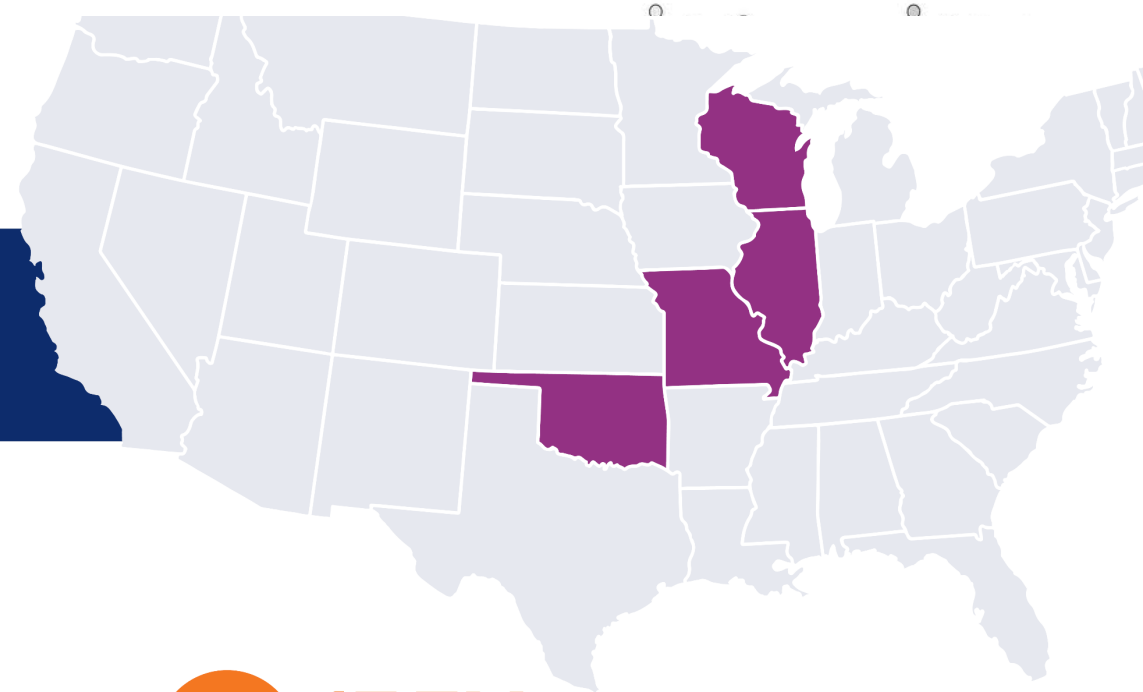
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System Overview

\$11.4B not-for-profit
Catholic health system¹




 **\$406M**
in community benefit²

 **23** hospitals

 **40,000**
team members

 **9** post-acute
facilities

 **17.7M** members across
50 states - Navitus PBM

 **15,000**
physicians/providers

 **20** managed hospitals/
affiliate relationships

 **433,000+**
covered lives - Dean Health Plan

 **490+** physician
office/outpatient sites

 **58** counties served by
SSM Health at Home

 **234,979**
virtual visits in 2024

¹2024 Revenue ²2024 Total

Overview

A healthcare professional with blonde hair in a ponytail, wearing blue scrubs and a grey long-sleeved shirt, is seated in a black ergonomic office chair. She is looking at a computer monitor in a clinical or office environment. The background shows other people and medical equipment.

Problem

- Opportunity in engagement
- Negative perception of professional development

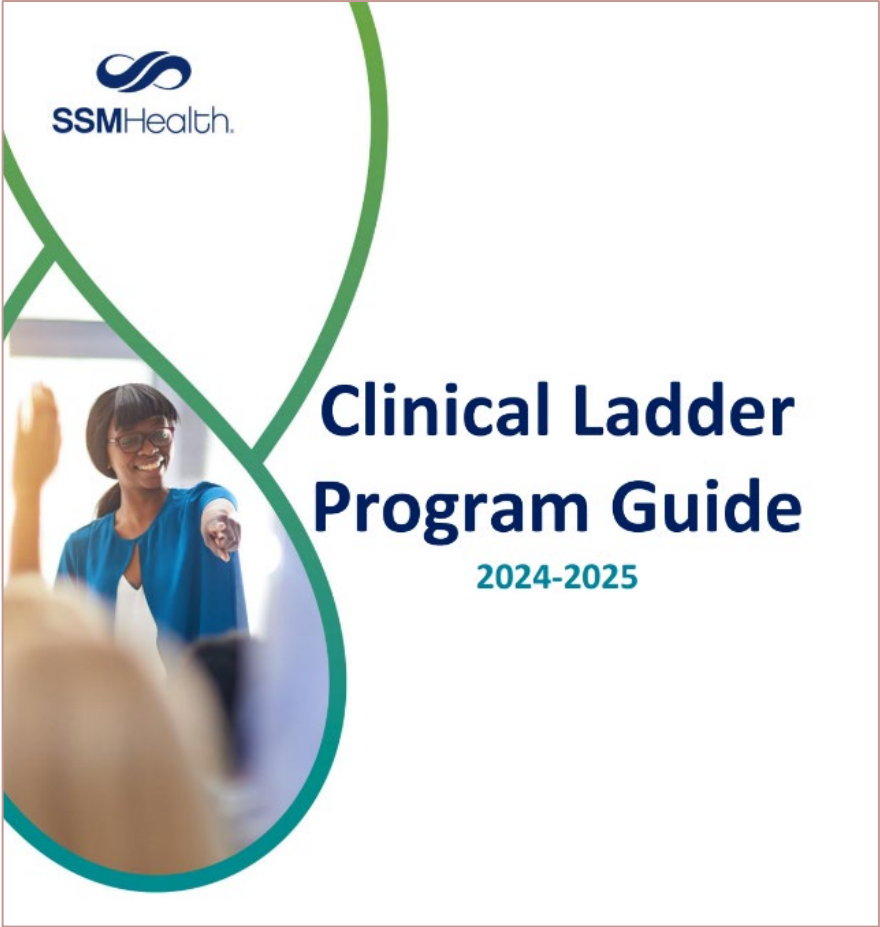
Intervention

- Flexible clinical ladder program
- Accessible to a wide audience

Outcomes

- \$9 million dollars in avoided turnover
- Statistically significant engagement increase
- Over 4,000 annual frontline participants

Program Overview



	Minimum Qualifications to Participate	
Level I	Non-licensed or non-professional certification See list of eligible roles	
Level II	Clinical Licensure or Professional Certification Example: RN, RT, MA, SW	
Level III	One of the following: <ul style="list-style-type: none"> • Associate’s degree in healthcare related field⁽²⁾ with recognized certification • Bachelor’s degree or higher in healthcare related field⁽²⁾ 	Proof of degrees and certifications must be provided to be considered for level 3 and higher. Education can be added to your career profile in WorkDay (appears on talent card) <i>Recognized certifications that are required for your role count toward level eligibility but cannot count towards points (see page 10-12)</i>
Level IV	One of the following: <ul style="list-style-type: none"> • Bachelor’s degree in healthcare related field⁽²⁾ with recognized certification • Master’s degree or higher in healthcare related field⁽²⁾ 	
Level V	One of the following: <ul style="list-style-type: none"> • Master’s degree in healthcare related field⁽²⁾ with a recognized certification • Doctoral degree in healthcare related field⁽²⁾ 	

35 Professional Development Activity Types

Lessons Learned and Key Takeaways

Lessons Learned

- Preference for choice
- Technology is key
- Team effort

Key Takeaways

- Work closely with finance
- Build in ways to predict participation



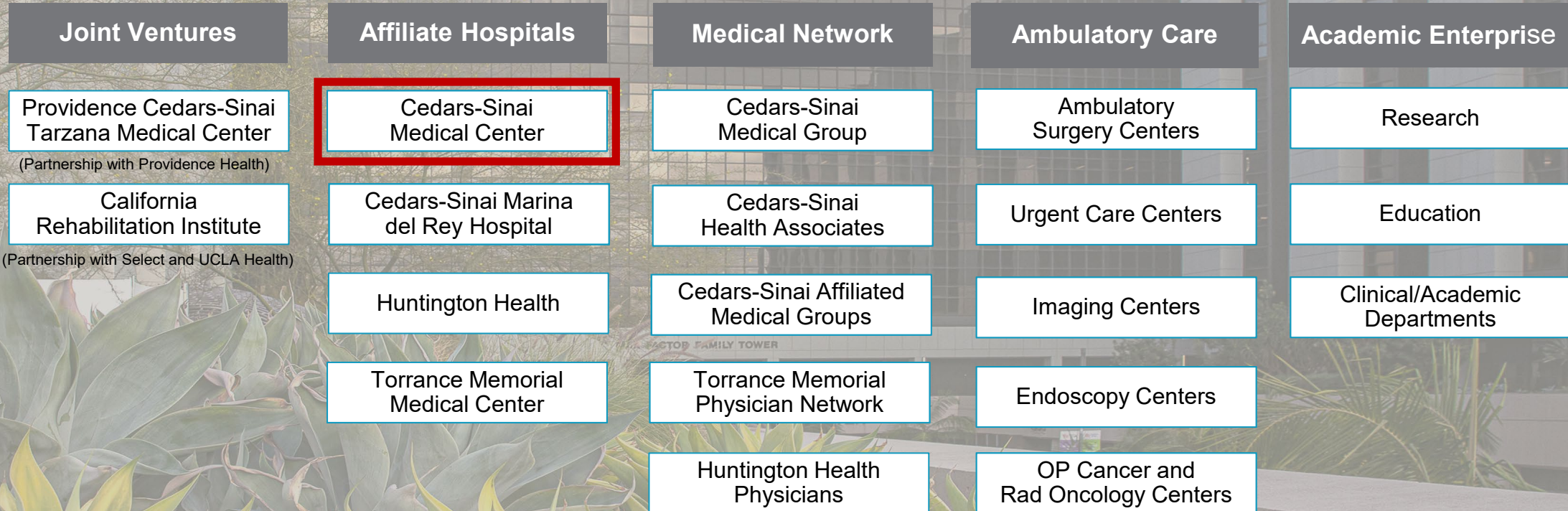
Leading and Developing High-Impact Performance Improvement Professionals



#1 in California*



Cedars-Sinai Health System



*Tied for #1 ranking.

Performance Improvement | Scope



PI supports our dynamic and evolving organization through the application of structured thinking, data and problem-solving tools to respond to the needs of our patients, staff, and community.

Professional Growth and Development

Individual Ownership and Accountability

Monthly PD Sessions with PI
Associate Director rooted in
Competencies

Quarterly with PI ED (SCs)
Focus on Career Vision

Department Environment

Collaborative learning
venues

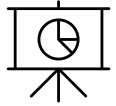
External Environment

Feedback from
leaders

Competency Framework

The PI Vision; “Values and Standards”

Outcomes and Impact



Quantitative & Qualitative Outcomes: Staff retention, advancement (within PI and at Cedars-Sinai), employee engagement scores, effective collaboration



Impact on Field of Study: The approach has been shared internally and externally as a best practice across multiple institutions.



Impact on Stakeholders: Clinicians, administrators, and PI professionals reported greater alignment, collaboration, and delivery of value.

Lessons Learned and Key Takeaways

- Gather inputs
- Be nimble to needs
- Predictability and flexibility
- Shared Ownership
- Structure reinforces itself

Questions?

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