Developing Staff Through All Stages of a Career

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Conflict of Interest

• Nothing to disclose
Learning Objectives

- Objective 1
  - Demonstrate successful tactics to develop staff

- Objective 2
  - Inspire the audience to look for opportunities to develop their own team
First stage - New Graduate

- The sky is the limit!
- Eager to learn and grow
Second stage- the Proficient stage

• The stage our team is going to spend most of their career in.

• This proficiency can lead to stagnation. Stagnation can lead to disengagement.
Stagnation and Disengagement

“U.S. employee engagement took another step backward during the second quarter of 2022, with the proportion of engaged workers remaining at 32% but the proportion of actively disengaged increasing to 18%. The ratio of engaged to actively disengaged employees is now 1.8 to 1, the lowest in almost a decade.”

Harter, J. Gallup September 6, 2022 “Is Quiet Quitting Real?”
Third Stage-the late part of a career

How to best utilize their vast knowledge and experience.
Career Ladder

RCP 1 - Floor care

RCP 2 - Adult critical care including Emergency Dept.

RCP 3 - Either Adult Critical Care Specialist (ACCS) or Neonatal/Pediatric Specialist (NPS) at ARRMC at the other facilities it can be a leadership position.

Within each of the stages your staff member will have life events!
Other Approaches

A level: Our solution to allowing a staff member to contribute regardless of level

- Obtaining credentials
- Mentorship with leadership
- Teaching opportunities
- Jobs within the system
- Unit councils leading to project/team leadership
- Journal club
- Leadership training
- Conferences
- Outside education
- Professional development funds
Nursing Career Ladder
Pathway to Excellence

Based on a point system
The nurse is responsible for accumulating and keeping track (with proof) of points
They include well being activities
Annually turn in the paperwork. Qualify for a bonus based on number of points

Guiding the process

- Quarterly rounding
- Yearly evaluations
- Performance feedback
Development is not a magic solution

- Despite all our efforts, approaches and tactics, we have 14.8% vacancy rate.
- 6.7% turnover rate

“'If companies want to not only retain their top talent, as all usually do, but also stoke productivity and innovation, the time has come to create more professional development opportunities for employees.”

- Arruda, W. Forbes July 5, 2023 “Why Personal Development Is The Solution To Quiet Quitting”
What are your areas of opportunity?

- Career ladder?
- Do you have “projects to create an “A” level?”
- Do you provide professional development funds?
- Opportunities within your system?
- Relationships with schools
- Mentorship practice?
In summary

BETTER CLINICIANS

RECRUITMENT

RETENTION

ON GOING DEVELOPMENT OF YOUR STAFF, IS AN IMPORTANT PART OF THE SOLUTIONS TO THE ISSUES FACING OUR PROFESSION CURRENTLY.
Thank you

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