

# 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.



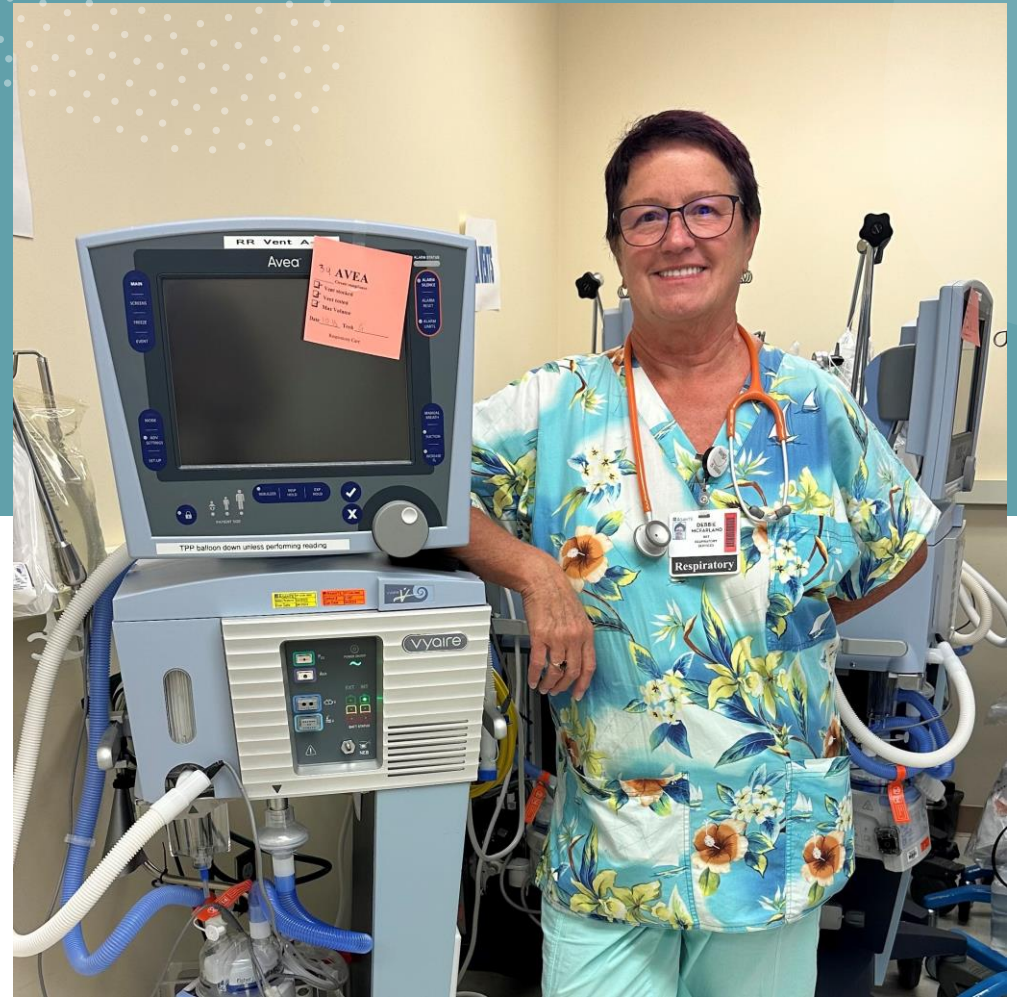
## Stagnation and Disengagement

“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 ARPMC 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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