

Learning made whole in body, mind and spirit

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After 41 years in business, I feel like I've seen and heard all the shallow pitches by many corporations. The corporate responsibility to "do good" often heard is so limited.

Thus, it is refreshing to find the organizations that have missions for doing good . . . and make the dream into reality.

Recently, I was studying the learning conducted by large hospital-health organizations in North America. I found an explosion in the use of micro-learning – more specifically, the use of short, just-in-time videos, to offer digestible pieces of learning related to business and leadership development.

I interviewed Trinity Health, headquartered in Livonia, Michigan. Trinity is a national, not-for-profit Catholic health system operating 93 hospitals in 22 states (from California to Maine), including 120 continuing care locations – home care, hospice, PACE and senior living facilities. Trinity Health employs more than 120,000 people including 5,300 physicians.

To learn more about how micro-learning has been integrated into the learning culture at Trinity Health, I spoke with two members of their Talent Development team. Through this conversation, I discovered that not only is this type of learning successful in their dynamic healthcare

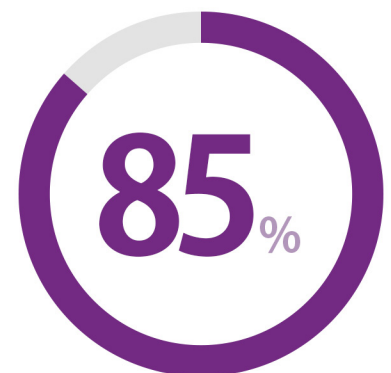
environment, but also is a demonstration of the system's core values.

"In developing a strong health organization, we knew we need to put learning and development tools quickly and easily into the hands of our colleagues across the system" remarked Jill Kotwicki, Manager, Program Delivery at Trinity Health.

I thought about that. With 120,000 colleagues across the country, that's a daunting task. And, everybody is busy making it challenging to attend an off-site class.

"Exactly!" Jill replied. "One efficient and effective way to do this was to offer a virtual library of videos on a variety of

**85% find virtual
microlearning more
convenient than
in-person training.**



common training topics, and make them easily available to our colleagues via their desktop or laptop, and even a variety of mobile devices! It's been a great way to make learning opportunities available to a critical mass of colleagues, without requiring folks to gather in a more traditional, in-person classroom setting."

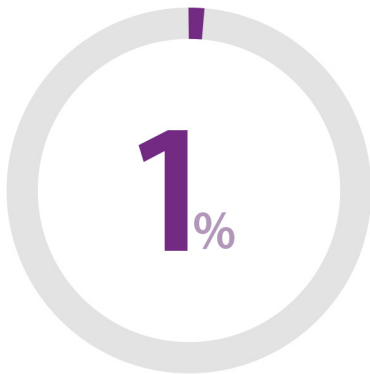
"Yeah, but still, many people don't have time in their schedule to sit through a long class. Even a one-hour training video can be too long for people these days," I rebutted.

"I agree. And we solved that also" Jill retorted. "We partnered with AthenaOnline who specializes in micro-learning – learning delivered in short bursts of time – in 10 minutes or less. We found that it's easy and realistic for our colleagues to dedicate 10 minutes to learn something new or different." I delved into both Trinity Health's education philosophies

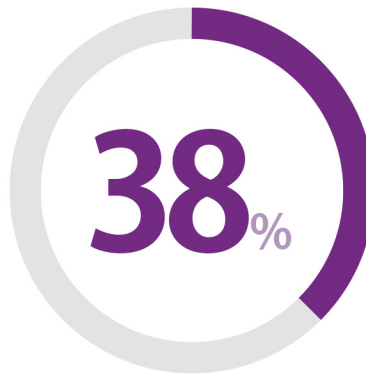
from different ministries. Subsequently, learners were surveyed for their use of the system and satisfaction.

"The response was overwhelmingly positive" remarked Jill. "Our survey indicated both high usage levels as well as high satisfaction and relevancy."

This gave the Talent Development team a strong proof of concept to bring to the Chief Human Resource Officers, in support of rolling the video library out across the system. Subsequently, they formed a core team for implementation planning. They were smart by choosing colleagues from various ministries and with various job roles, representing both clinical and non-clinical functions. They gained their wisdom and input to determine the most effective ways to create and communicate this learning and development tool. Their plans were well thought through.



Employees dedicate just 1% of their work week for professional development.



Only 38% of workers say they have access to learning and growth at their workplace.



80% of traditional learning is forgotten after 30 days. 90% is lost within one year.

and this partnership initiative with AthenaOnline. . I sat back and considered just the roll-out of a new learning opportunity for 120,000 people. How would you do that? How do you get visibility? Buy-in? Track usability?

One challenge to reaching learners is the fact that Trinity Health's operations are dispersed over 22 states and each ministry has local learning and development efforts with which the Talent Development team must align. Thus, this team does not stipulate how all learning opportunities are implemented in all areas of the organization.

"Jill, this is worse than herding cats!" I exclaimed. "How would you ever get buy-in across such a diverse organization?"

"Well, first, we strategically, needed a proof of concept." So, they implemented a trial system of MyQuickCoach by AthenaOnline, containing 12 of their video courses. These courses were offered to 150+ learners across Trinity Health

"And they could help their respective departments and organizations with the implementation and transition," I said.

"Really, our learning partners in each ministry became spokes people for Quck Coach." said Jill, "What better way to spread the news of this incredible learning resource than have enthusiastic believers in the tool and process, and telling other people about it?"

"How about outside organizations? Did you need any technical assistance or support by any person or firm to help with implementation?" I asked.

"Dan, really, little was needed to implement the MyQuickCoach video library and learning system. If there was any need, the AthenaOnline organization was immediately available and thoroughly competent to help us out with whatever was needed, and a joy to work with. Our account and project manager Mark was also great."

After initial implementation, the Talent Development team's attention then turned to mass rollout. They needed to get everyone to start using the system.

Katie Skalski, a member of Jill's team, then took the reins for formal implementation. In addition to being a learning professional, Katie also brings a background in advertising and promotion. This proved valuable during the rollout, as marketing and communication of this new tool was critical in its success.

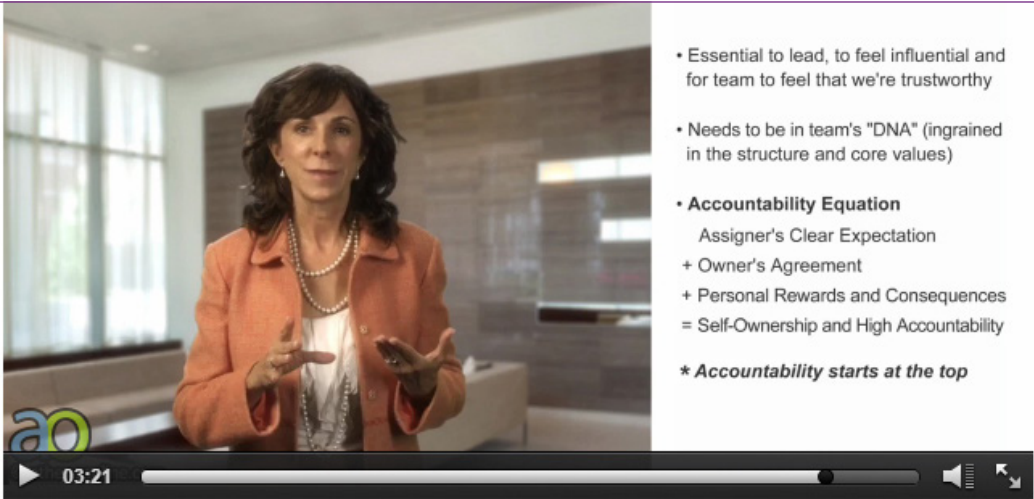
"Katie knew just the right words to get people's attention and generate interest and excitement in MyQuickCoach," Jill boasted. "She prepared various communications, which were written so clearly and well, making it easy for people to

something. Our colleagues like that there are a variety of speakers, and points of view on a wide number of topics. And, the system is learner-driven which is really the best aspect of all."

As I studied other hospital and other medical organizations (some that would talk with me, but could not officially go on record), I heard that same refrain "Give us something brief. Make it video. Make it easy to use. Give it variety."

Trinity Health achieved that through the implementation of their learning system by partnering with AthenaOnline.

At Trinity Health, a core value of the organization is Stewardship, which calls its colleagues to "...hold ourselves



The screenshot shows a video player with a woman in an orange jacket speaking. To the right of the video, there is a list of bullet points:

- Essential to lead, to feel influential and for team to feel that we're trustworthy
- Needs to be in team's "DNA" (ingrained in the structure and core values)
- **Accountability Equation**
 - Assigner's Clear Expectation
 - + Owner's Agreement
 - + Personal Rewards and Consequences
 - = Self-Ownership and High Accountability
- *** Accountability starts at the top**

Below the video player, the TrinityHealth logo is displayed. At the bottom of the page, there is a purple banner with the text "Getting Accountability into the Team DNA by Christine Comaford" and links for "bio", "view transcript", "quality", and "terms of usage".

engage with the tool! And, Katie had lots of creative ideas for getting people to try our learning systems for the first time."

Trinity Health's use of the MyQuickCoach micro-learning video library is today extensive and widespread. Their users are giving the team feedback like, "You're going to renew your subscription, right?!"

I asked Jill, "Besides good implementation, smart promotion, etc., why do you think this MyQuickCoach micro-learning has been successful?"

"Well" Jill reflected, "It's a combination of features of the system that the users really like. It's brief – usually 3 – 5 minutes each. It's video – so it's an intriguing way to learn

accountable for the human, financial and natural resources entrusted to our care."

Jill summarized her feelings by saying, "Our culture respects the individual's needs. The MyQuickCoach system we implemented enables each learner to choose the particular topics and learning that he or she needs, when they need it, and in the timeframe they need it in. This just-in-time style of learning helps us serve many colleagues across our System in an effective and efficient way, demonstrating our call to Stewardship."