Career Advancement Keeping Staff Engaged

HAABB, Saint Louis, September 18, 2024

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Disclosures

I have not financial disclosures.

Welcome!

- My Philosophy
  - Help team be successful
  - Be available
  - Ask about career goals and ambitions
  - Assist with resources

Engaging Management

Think of a word that describes an exceptional supervisor, manager, leader

Inspiration

"**Leadership is all about people**, inspiring and motivating people to become the very best version of themselves. That's the essence of leadership: helping our people **reach their full potential** and helping your team maximize their gifts. What makes you effective as a leader is not the title you hold. Rather, it's demonstrating an unrelenting **focus on helping others succeed** in their collective efforts because when you take care of your teams, it often reflects the **service they provide to their customers**." - Leadership First

Impact

"Leadership is a privilege. When you are in a leadership role, your influence may **affect the trajectories of someone's entire career** and often their lives." – Leadership First

Session Description

Employee engagement = Retaining employees

Career advancement opportunities = Engagement and longevity

Clinical advancement program model and career development resources for Medical Laboratory Scientists

Objectives

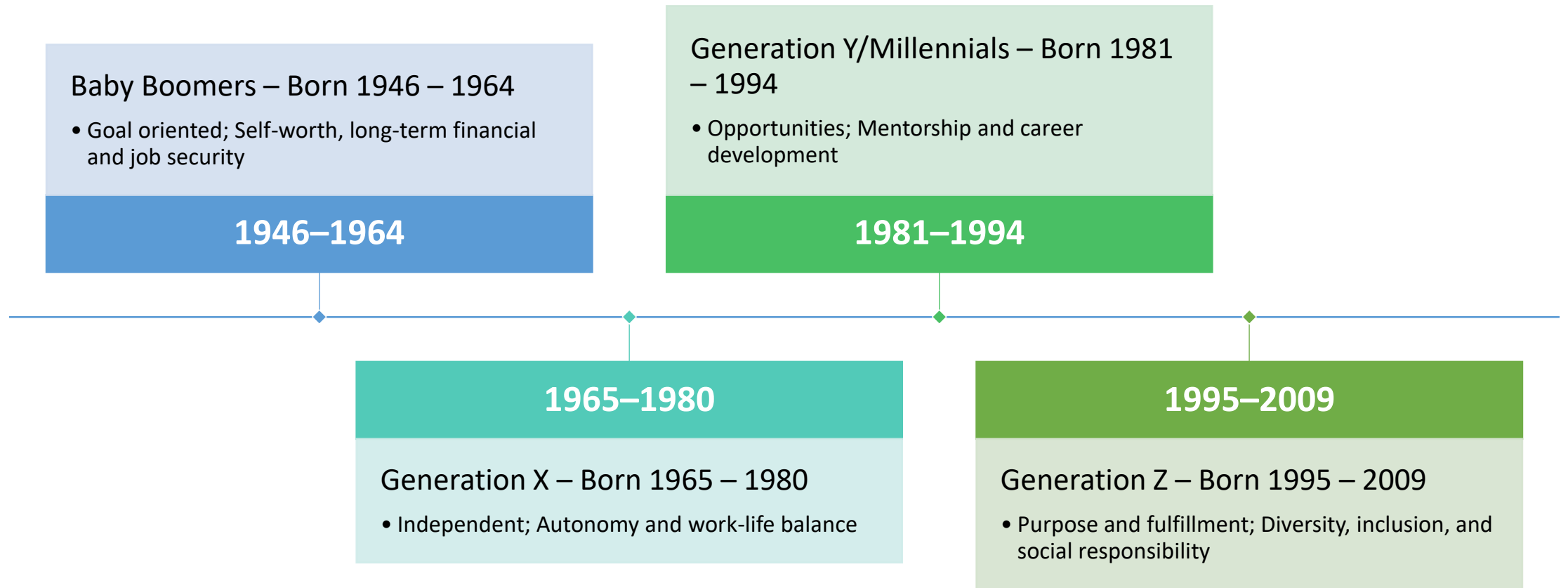| Explain	Identify	Summarize
Importance of career advancement opportunities as they relate to employee engage	Components of a clinical advancement program	Resources for MLS career development and advancement

Know Your Audience

Baby Boomers – Born 1946 – 1964

- Goal oriented; Self-worth, long-term financial and job security

1946–1964

Generation Y/Millennials – Born 1981 – 1994

- Opportunities; Mentorship and career development

1981–1994

1965–1980

Generation X – Born 1965 – 1980

- Independent; Autonomy and work-life balance

1995–2009

Generation Z – Born 1995 – 2009

- Purpose and fulfillment; Diversity, inclusion, and social responsibility

My Generation Is…

- Baby Boomer, 1946-1964

- Generation X, 1965-1980

- Generation Y/Millennials, 1981-1994

- Generation Z, 1995-2009

Generation Z or "Zoomers"

"Gen Z workers care deeply about **community connections**, about having their voices heard in the workplace, about **transparent and responsive leadership**, and about **diversity and inclusion**." – Glassdoor

"More than half of these new workers (Gen Z) are willing to leave their jobs over dissatisfaction with **fulfullment** (59%), **professional development (57%)**, and **providing value** (53%)." - Forbes

Clinical laboratories that **understand Zoomers' motivations** will likely have more **success integrating them into their workforce**.

Laboratory Workforce

What is your organization's key concern as it relates to workforce?

Career Advancement

Professional Development

- Clinical Advancement Program (CAP)
  - Consistent guidelines
  - Multidisciplinary – Nursing, Rehab, Respiratory, Lab, Imaging, Dietitian, & Behavioral Health
  - Includes:
    - Experience criteria and requirements for each level (2-4)
    - Promotion process
    - Incentive - 5% raise
    - Maintenance requirements

Promotion

Promotions – Quarterly

Submit – Midnight, _FIRST_ day month: February, May, August, November

Promote only **ONE TIME** per calendar year

Review summary grid - Education and/or certification requirements

Full-time and part-time employees eligible

Promotion Guidelines

Promotion Guidelines:

- Outcomes within previous 12 months of submission

- Submissions due first day of the promotion month
  - Late submissions saved and reviewed during next quarter

- Level III or Level IV promotion project does not pass, maintenance project mandatory for current level by November 30th
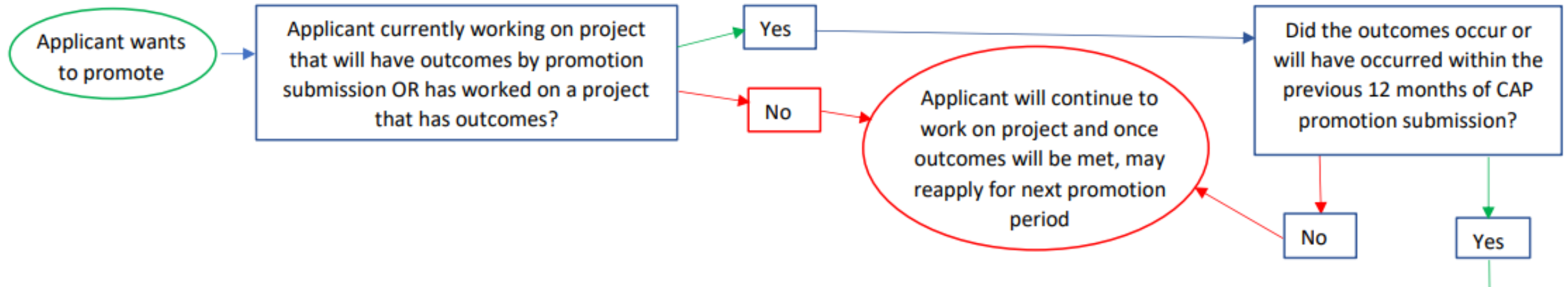
Promotion Process Map
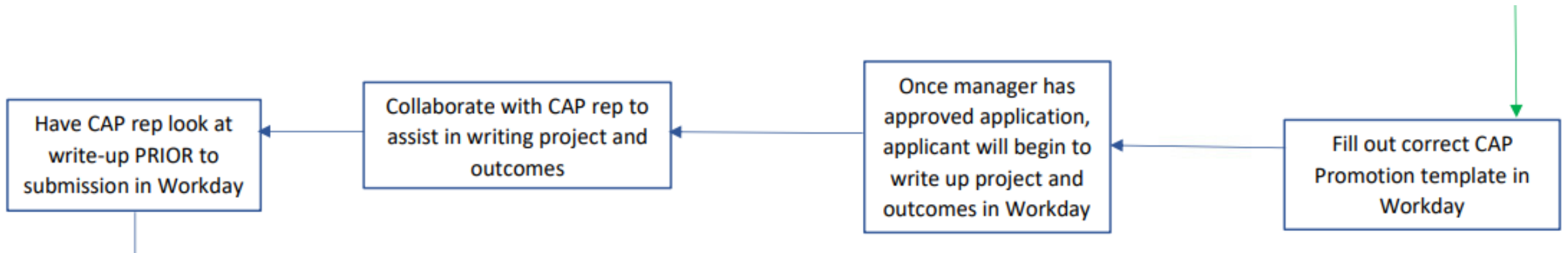
Promotion Process Map for Applicants
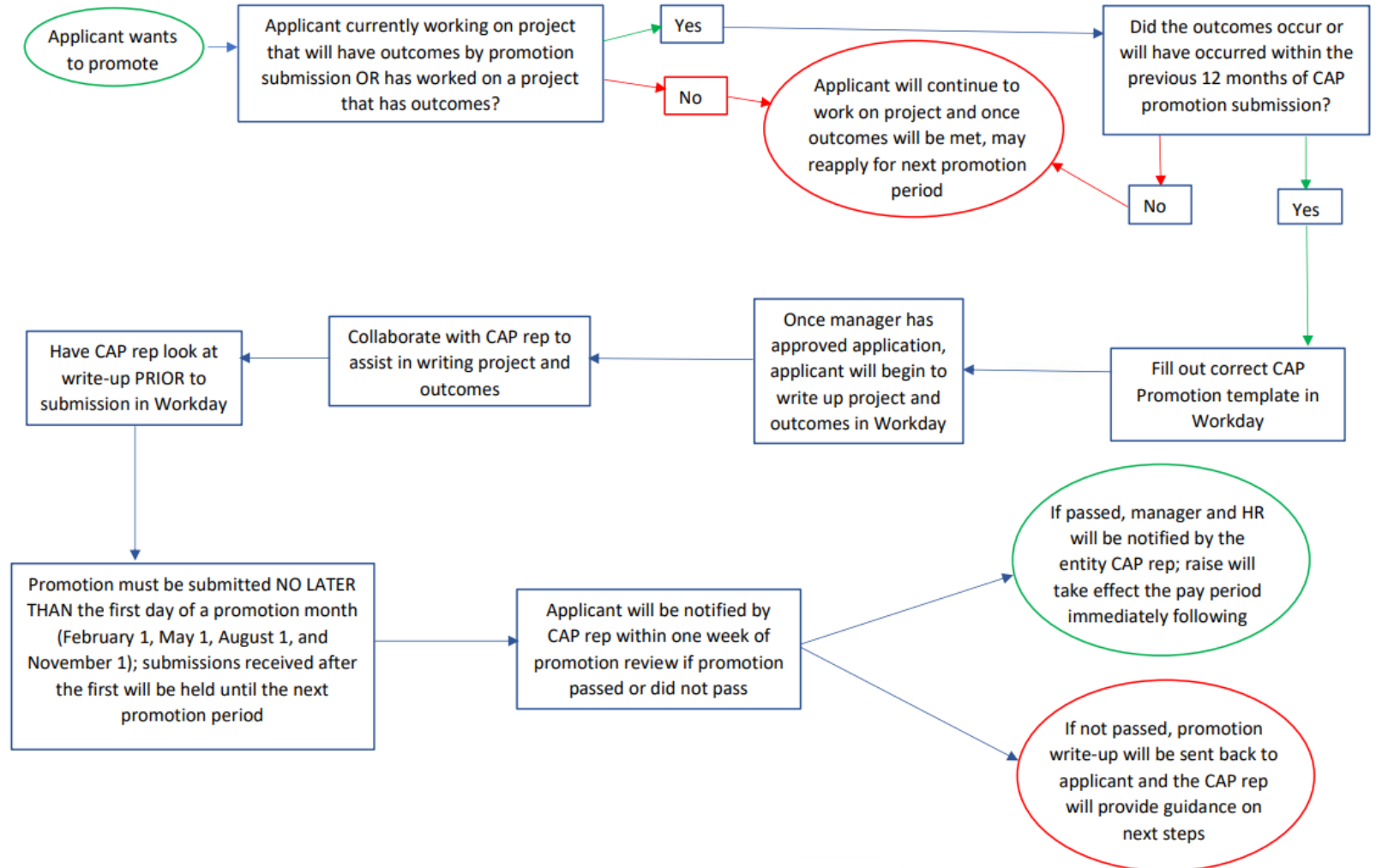
Promotion Process Map – Top 3rd

Promotion Process Map for Applicants

Promotion Process Map – Middle 3rd

Have CAP rep look at write-up PRIOR to submission in Workday ← **Collaborate with CAP rep to assist in writing project and outcomes** ← **Once manager has approved application, applicant will begin to write up project and outcomes in Workday** ← **Fill out correct CAP Promotion template in Workday**

Promotion Process Map – Bottom 3rd

Promotion must be submitted NO LATER THAN the first day of a promotion month (February 1, May 1, August 1, and November 1); submissions received after the first will be held until the next promotion period

Applicant will be notified by CAP rep within one week of promotion review if promotion passed or did not pass

If passed, manager and HR will be notified by the entity CAP rep; raise will take effect the pay period immediately following

If not passed, promotion write-up will be sent back to applicant and the CAP rep will provide guidance on next steps

Expectations

Shared Behaviors

- Mission
- Vision
- Culture
- **Core Values**
  - **Teamwork**
  - **Quality/Excellence**
  - **Customer Focus**
  - **Learning & Innovation**
  - **Stewardship**

Clinical Criteria

- Skills for the position

Level I

- Qualified applicant for position
  - **No experience** required
  - May be full-time or part-time

Used for hiring and maintenance standards for staff

- Most **new hires/new grads** start here

Level II

- Qualified applicant for position
  - Current employee
    - Current applicable **1 year** experience in desired area
    - Must be full-time or part-time
    - Must have met the behavioral and clinical criteria
    - Must have **annual outcomes** at the **laboratory level** in **2 of the 5 core values**
  - New employee
    - Current applicable 1 year experience in desired area
    - Must be full-time or part-time
    - Must have met the behavioral and clinical criteria and **informal or formal leadership at the laboratory level**
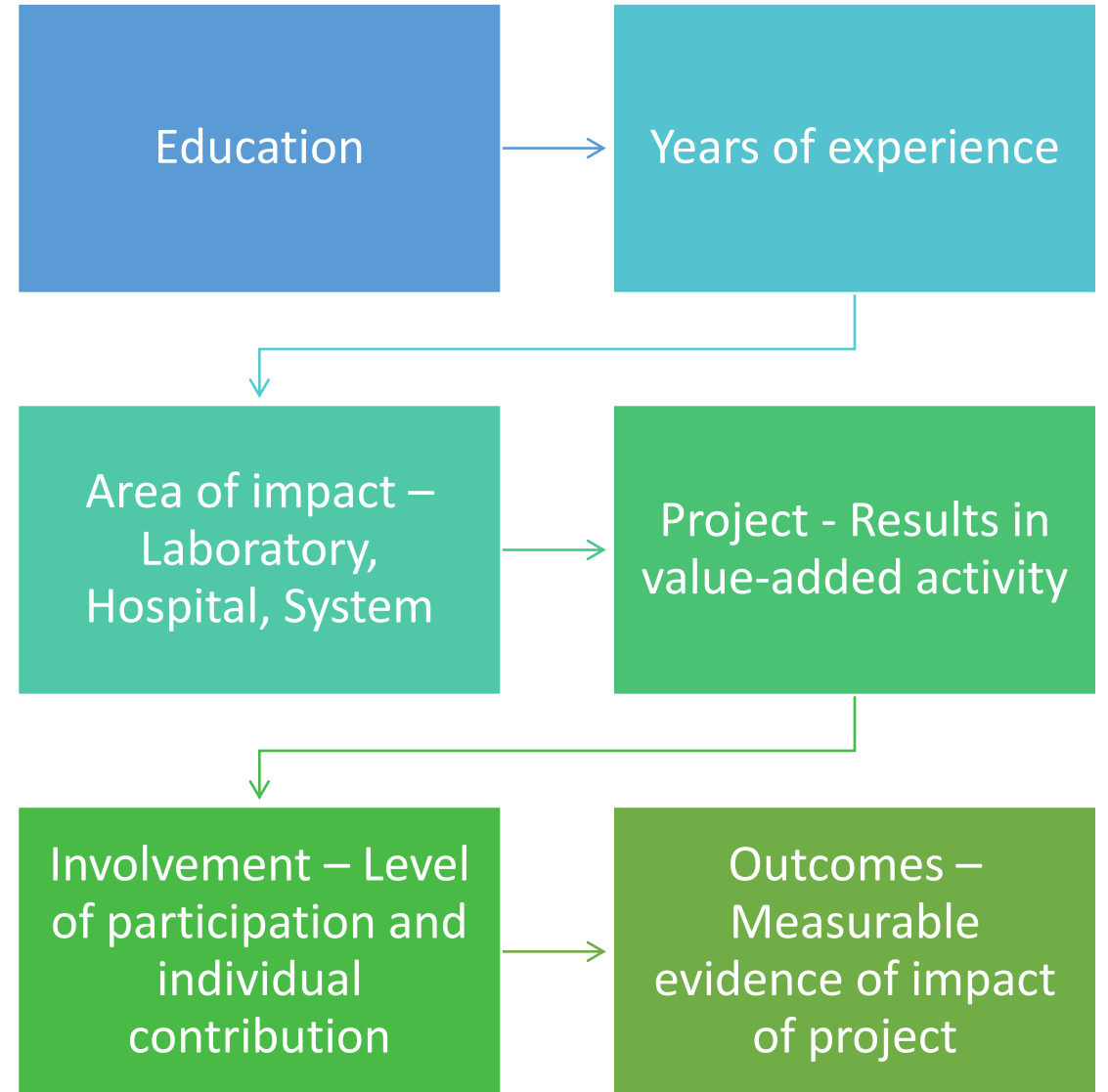
Level III

- Qualified applicant for position
  - Current employee
    - Current applicable **3 or more years** experience in desired area
    - Must be full-time or part-time
    - Must have met the behavioral and clinical criteria
    - Must have **annual outcomes** in **3 of the 5 core values**; at least **one** must be **outside the laboratory**
  - Applicants not currently employed will not be considered for this position

Level IV

- Qualified applicant for position
  - Current employee
    - Current applicable 3 or more years experience in desired area
    - **Specialist certification or advanced degree**
    - Must be full-time or part-time
    - Must have met the behavioral and clinical criteria, including **outcomes with system level impact** for **at least 2 of the Core Values** and **informal or formal leadership** at the **system level**
    - Must have **annual outcomes in all 5 core values**; at least **two core values** must be met with **outcome impact** at the **system level**
  - Applicants not currently employed will not be considered for this position

Key Components of CAP

Education → Years of experience

Area of impact – Laboratory, Hospital, System → Project - Results in value-added activity

Involvement – Level of participation and individual contribution → Outcomes – Measurable evidence of impact of project

Laboratory Summary Grid

Summary of Saint Luke's Health System Career Advancement (CAP) Criteria for Laboratory

	Level I	Level II Must have an activity and outcome in 2 out of 5 core values.	Level III Must have an activity and outcome for 3 out of 5 core values.	Level IV Must have an activity and outcome with System level impact for 2 out of 5 core values and formal or informal leadership at System level
Criteria/Requirements for Clinical Laboratory Scientist Career Advancement.				
Education	Bachelor's Degree and MLS(ASCP) or equivalent certification	Bachelor's Degree and MLS(ASCP) or equivalent certification	Bachelor's Degree and MLS(ASCP) or equivalent certification	Bachelor's Degree and MLS(ASCP) or equivalent certification, plus SBB, SC, SH, SM, MB or Master's Degree in an approved related field of study.
Experience	Less than 1 year	1 year	3 or more years	3 or more years

Core Value - Teamwork

Projects

- Lead/chair a team
- Mentor/coach employees and/or students
- Cover vacant shifts

Outcomes

- Department vacancy rates
- Department retention rates
- Turnaround times
- Cross-training and laboratory coverage

These are examples to help guide promoting Clinical Laboratory Scientists in making sure that activities and outcomes are measurable and demonstrate professional development.

Moving from a Level I and through the professional development program should show progressive involvement, initiation and leadership in activities.

Teamwork

Projects for the Teamwork core value can include but are not limited to serving as a leader or chair person of a laboratory, hospital or system team that results in value-added activity. Mentoring and coaching of new employees, students, etc. are also activities promoting teamwork. Flexibility and initiative in covering vacant shifts to maintain adequate staffing levels may be considered.

Outcomes for the Teamwork core value can include but are not limited to department vacancy rates, retention rates, turnaround times and cross-training and coverage across the Laboratory.

Core Value - Quality

Projects

    Instrument/technology primary operator

    Leading new initiative or PI

    Changing workflow/processes

    Participating in regulatory activities

Outcomes

    Proficiency results

    Error rates

    Quality control statistics

    CAP survey results – fewer or no deficiencies

Quality

Projects for the Quality core value can include but are not limited to involvement on department-based, hospital-based or system-based projects, committees and councils related to quality. Focusing on activities that impact the quality section of the strategic plan is encouraged. By participating on these projects, committees and/or councils, activities can occur in many ways (i.e. service as primary operator of an instrument or technology area, leading a new initiative, identifying creative ideas to change workflow or processes, leading performance improvement activities, active participation in regulatory activities, etc.). Specific details regarding participation and individual contribution is required.

Outcomes for the Quality Core Value should be supported by details and provide evidence of impact of the change implemented. Outcomes for the Quality Core Value can include but are not limited to increased quality outcomes (proficiency results, error rates, quality control statistics, etc.)

Core Value – Customer Focus

Projects

Lead committee to improve customer satisfaction

Fewer specimen recollections

Ordering practices

Outcomes

Decrease specimen rejection

Improve turn around times

Customer Focus

Projects for the Customer Focus Core Value can include but are not limited to involvement on department-based, hospital- based or system-based projects, committees and councils with a focus on customer satisfaction. Specific details regarding participation and individual contribution is required.

Outcomes for the Customer Core Value should be supported by details and provide evidence of impact of the change implemented. Outcomes for the Customer Core Value can include but are not limited to increased patient or other customer satisfaction on a multitude of levels.

Core Value – Learning and Innovation

Projects

    Teaching

    Training

    Publishing

    Research

Outcomes

    Results from teaching

    Reviewing best practices

    Improving procedures and processes

    Documenting annual competency of others

Learning and Innovation

Projects for the Learning and Innovation Core Value can include but are not limited to involvement in department-based, hospital-based or system-based projects, committees and councils with a focus on teaching, publishing/presenting (i.e. abstracts, lectures, continuing education, etc.), research or other investigational validation activities. Specific details regarding participation and individual contribution is required.

Outcomes for the Learning and Innovation Core Value should be supported by details and provide evidence of impact of the activity implemented. Outcomes for the Learning and Innovation Core Value can include the results from teaching, reviewing best practices, improving procedures and processes and documenting annual competency of others.

Core Value - Stewardship

Projects

    Testing/workflow efficiency

    Scheduling to minimize overtime

Outcomes

    Consistently meeting laboratory productivity grid levels

    Cost savings

Stewardship

Projects for the Stewardship Core Value can include but are not limited to efforts made at the unit, entity or system level. Projects may originate from ideas related to cost savings and staffing solutions (i.e. testing / workflow efficiency improvements, scheduling to minimize overtime, etc. Specific details regarding participation and individual contribution is required.

Outcomes for the Stewardship Core Value should be supported by details and provide evidence of impact of the change implemented. Outcomes for the Stewardship Core Value can include but are not limited to consistently meeting laboratory productivity grid levels, cost-savings related to any activity, etc.

Promotion/Maintenance Template Example

CAP Promotion/Maintenance Template

Strategic Alignment:
My project aligns with Vision 2020 Ethical Business Operations by ensuring proper disposal of chemicals in the laboratory and Quality Outcomes by keeping the laboratory compliant with safety requirements.

Core Values:
- ☐ Teamwork
- ☐ Quality
- ☒ Customer Focus
- ☐ Learning and Innovation
- ☒ Stewardship

Participants (Name and Title):
Myself, MLS (ASCP)
5 members of Safety Committee
15 co-workers in my department

Project Description:

What: I represent my department (Hematology) on the Laboratory Safety Committee

Why: Each department of the laboratory needs a representative on the Laboratory Safety Committee.

How:

- I attend monthly safety committee meetings. Any changes or important information that come out of these meeting, I share with my department either in person or via e-mail. I forward safety newsletters via e-mail to my co-workers.
- I review chemical inventory to be sure chemicals are stored properly and are not out of date. I review how to safely dispose of any chemicals that need to be discarded. I make arrangements for disposal of any chemicals that cannot be flushed down the drain. Improper disposal of chemicals can result in fines. This year 2 chemicals needed to be disposed. One required special arrangements and the other could be flushed down the drain with copious amounts of cold water.
- I review records to be sure each person in my department has participated in a fire drill in the past year.

Project What, Why, and How

When:
- Every month for the past year have attended meetings.
- I have sent e-mails about meetings or newsletters 5 of the last 12 months.
- Fire drill review was done in November.

Where: Laboratory Conference Room and my department

Outcomes:
(list the level of impact [unit, entity, system] for the outcome of each core value)

Teamwork:

Project Outcomes

Quality:

Customer Focus:
Customer Focus was met at the department level.
My co-workers are up-to-date on safety issues.
100% of my co-workers have participated in a yearly fire drill as required.

Learning and Innovation:

Stewardship:
Stewardship was met at the department level.
Chemicals were safely and correctly disposed. (No fines for improper disposal.)

Audit Tool Level II

Level II Audit Tool

Name:	Yes	No	Identify any questions, coaching ideas, comments, etc. for annual review with employee (i.e. need to discuss what a measurable outcome is, need to discuss how to align with strategic plan, etc.)
Are the project/outcome(s) aligned with the unit, entity, or SLHS strategic plan?			
Were participants involved in the project identified?			
Were all parts of the Project Description clearly addressed?			
Are there measurable, clearly identified, and clearly written outcomes for at least 2 of the 5 core values at the unit level? Checkmark the core values impacted:			
Teamwork			
Quality			
Customer Focus			
Learning and Innovation			
Stewardship			
Does the professional display formal or informal leadership on the unit?			
Maintenance/promotion approved?	Yes/No		

Audit Tool Level II – Top Half

Level II Audit Tool

Name:	Yes	No	Identify any questions, coaching ideas, comments, etc. for annual review with employee (i.e. need to discuss what a measurable outcome is, need to discuss how to align with strategic plan, etc.)
Are the project/outcome(s) aligned with the unit, entity, or SLHS strategic plan?			
Were participants involved in the project identified?			
Were all parts of the Project Description clearly addressed?			

Audit Tool Level II – Bottom Half

Are there measurable, clearly identified, and clearly written outcomes for at least 2 of the 5 core values at the unit level? Checkmark the core values impacted:			
Teamwork			
Quality			
Customer Focus			
Learning and Innovation			
Stewardship			
Does the professional display formal or informal leadership on the unit?			
Maintenance/promotion approved?	Yes/No		

Audit Tool Levels III & IV

Level III

Are there measurable, clearly identified, and clearly written outcomes for at least 3 of the 5 core values? Checkmark the core values impacted and note those have an impact beyond the patient care area:
Teamwork
Quality
Customer Focus
Learning and Innovation
Stewardship

Level IV

Are there measurable, clearly identified, and clearly written outcomes for all 5 core values? Checkmark the core values impacted and note those that have an impact at the System level (at least 2 must be at the System level):
Teamwork
Quality
Customer Focus
Learning and Innovation
Stewardship

Clinical Advancement Program Recap

🔬	Multidisciplinary	
📊	Promotion opportunity – Up to Level IV	5% Raise at each level
📋	Project with measurable outcomes	Promotion or maintenance
✔️	Yearly submission	
⚙️	Examples	Process Audit tools

Questions

Career Development

Career Development Opportunities

Many opportunities – Where to Look?

Focus will be on MLS staff promotion

Some MLT and Lab Assistant/Phlebotomist options included

Resources

| Organizational education benefits | Professional society education offerings | Professional society education funds |

Organization Level

Organization Education Benefits

- Ensure staff are aware of benefits
  - Education Assistance through Edcor
    - Annual Tuition, Books and Fees
    - Lifetime Tuition, Books and Fees
    - Annual Continuing Education Expenses

  - Educational Reimbursement Program
    - Additional funds available for travel and lodging

Financial Incentives

- Education Discounts
  - Edcor participating schools – many
  - Rockhurst University

Discounts for Saint Luke's Health System Employees and Their Dependents

- **Medical Assisting Certificate** - Discounted rate is $300/credit hour
- **RN to BSN** - Discounted rate is $250/credit hour
- **Master of Science in Nursing** - 20% tuition discount *(SLHS Employees only)*
- **Doctorate in Education (Ed.D)** - 10% tuition discount *(SLHS Employees only)*
- **All other traditional bachelor's degree programs (first degree and full-time)** - Discount of at least 60% off gross annual tuition. This discount will be in the form of various institutional aid and scholarships, including the BSN grant where applicable*
- **All other traditional bachelor's degree programs (part-time)** - 30% discount
- **All other master's degree and graduate certificate programs** - 10% tuition discount *(SLHS Employees only)*

Saint Luke's Health System and Rockhurst University will consider discounts on programs that fulfill SLHS's workforce needs, the continuation of workforce development efforts to address workforce needs for the city and region, and short courses of instruction, certificates, and micro-credentials for employees. Discounts apply to SLHS employees' dependents for all *undergraduate* programs for the Fall and Spring semesters only. **For more information about the tuition discount, please contact our Admissions team.**
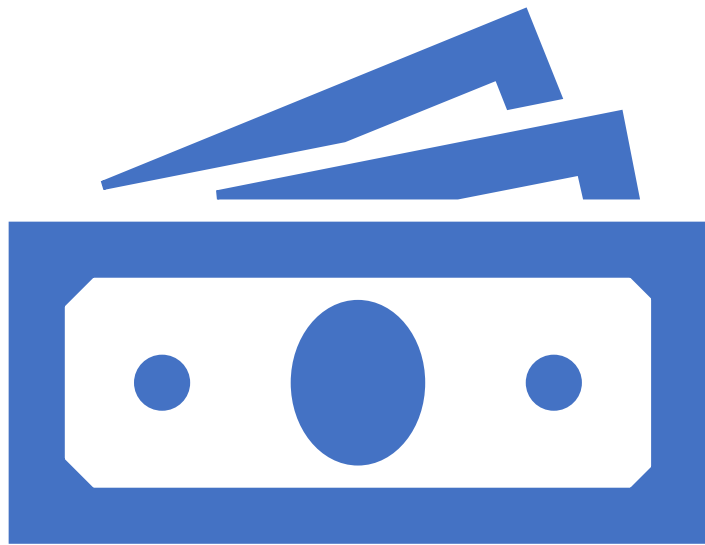
Eligibility

Active, regular employees

Full-time, part-time, weekend work program
- Part-time pro-rated

After 3 months continuous, eligible employment

Education Funds

- Access all available funding sources
- Assist staff with application and reimbursement process
  - Requirements
  - Approval
  - Reimbursement
  - Documentation
  - Deadlines

Opportunities

Does your organization offer career development opportunities?

Educational Interests

Interest

Management
Industry
Education

Degrees

Associate's – AA

Bachelor's – BS, BA

Master's – MBA, MA, MS, MHS, MEd

Specialist - EdSp

Doctorate – DCLS, PhD, EdD

*List not exhaustive, just examples

Graduate Certificates

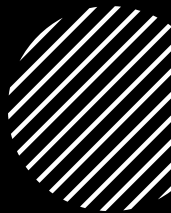**Continuing Education**

Education Format

Full-time or Part-time

Format

- In-person
- Online
  - Synchronous
  - Asynchronous
- Hybrid

Technology Needs

Computer

Desktop

Laptop

Tablet

Internet access

Utilization

If your organization offers career development opportunities, have you utilized any services/funds?

Professional Society
Higher Education Options

Are you a member of a laboratory professional organization?

Heart of America Association of Blood Banks

Heart of America Association of Blood Banks

- Nonprofit, professional organization
- Dedicated to improving Transfusion Medicine
  - Fostering exchange of information
  - Bringing education opportunities to blood bank and transfusion medicine professionals
  - Hosts two annual meetings for the Kansas City & St Louis areas
- Student scholarship
  - $500
  - MLS or MLT student attending an area program
  - Paper on Transfusion Medicine topic

American Society for Clinical Laboratory Science

- Online Academic Programs
  - Accessible without being a member

ASCLS Education Directories

- Directories for prospective students considering online programs
  - **Graduate programs in Clinical Laboratory Science (12)**
  - Medical Laboratory Science (MLS) (17)
  - MLT to MLS matriculation programs (27)
  - Medical Laboratory Technician (MLT) (26)

Graduate Programs

George Washington University ....

Idaho State University ....

Michigan State University ....

Rush University ....

Rutgers – School of Health Professions ....

University of Cincinnati ....

University of Missouri ....

University of North Carolina at Chapel Hill ....

University of North Dakota School of Medicine and Health Sciences.............................

The University of Southern Mississippi ....

University of Texas Medical Branch ....

The University of Texas Rio Grande Valley ....

Program Listing Example

George Washington University

Type of Degree Program: Numerous online, graduate degree programs are available:

MSHS in Medical Laboratory Sciences
MSHS in Molecular Diagnostic Sciences
MSHS in Clinical Microbiology
MSHS in Translational Microbiology
MSHS in Clinical and Translational Microbiology
MSHS in Immunohematology and Biotechnology

Is "on-campus" time required for this program? Some graduate programs include a required practicum, which may be completed at approved sites.

Program Web Address: http://smhs.gwu.edu/medical-laboratory-sciences/

Can the online courses be used for retraining or as a refresher course? Yes

American Society for Clinical Pathology

ASCP Lab Management University

Focus – Five competencies

Personnel management

Financial management

Operations

Informatics

Compliance
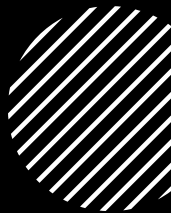
Options

Fundamentals – 25 courses

Advanced – 10 courses

Contemporary Issues – 5 courses

ASCP Leadership Institute

Practical, customizable leadership training

Enhance laboratory professionals' effectiveness

Behavior

Communication skills

Leadership styles

Options

Certificate – 18 courses

Personal coaching

On-site facilitation

Continuing Education

- ASCLS
  - Joint Annual Meeting
  - Clinical Laboratory Educators Conference
  - Webcasts and Webinars
  - Emerging Laboratory Managers Conference
  - Labucate Virtual Learning
  - Online P.A.C.E Courses
  - Laboratory Legislative Symposium

- ASCP
  - Annual Meeting
  - Knowledge Lab
  - Leadership Education Course
  - Online Courses

ASCLS Education Funds

- ASCLS
  - **Alpha Mu Tau Fraternity**
    - National fraternity
    - Advancement of clinical laboratory science professionals
    - Scholarships – Graduate and undergraduate, 20-25 per year
      - $1000-$4000
    - ASCLS members
    - Deadline April 1, 2024
  - **ASCLS Education and Research Fund Scholarships**
    - Graduate - $3000 (1)
    - Undergraduate - $1500-$2500 (Up to 5)
    - ASCLS members
    - Deadline April 1, 2024

ASCP Education Funds

ASCP Scholarship & Grant Applications are Now Open! Apply Today.

- **Leadership Institute Scholarship**
  - **Up to $500 each**
- **Annual Meeting Travel Grants**
  - **Up to $1500 each**
- Laboratory Student Scholarships
  - Up to $1000 each
- Dr. Alvin Ring Empowerment Scholarship for Laboratory Professionals – NEW!
  - $1000-5000 each
- Garza & Becan-McBride Endowed Phlebotomy Student Scholarships
  - Up to $1000 each

- ASCP members
- Deadline May 13, 2024

What's Next

- Access organizational and professional society benefits
  - Professional development
  - Advancement opportunities
- Determine eligibility/membership requirements
- **Search other options through community organizations and laboratory vendors**

Questions

Summary

Discussed the importance of career advancement opportunities as they relate to employee engagement and retention

Identified components of a clinical advancement program

Experience criteria and requirements

Promotion process

Incentive

Maintenance requirements

Provided resources to assist with MLS career advancement and development

Organization education benefits

HAABB continuing education and scholarship

ASCLS program directories, continuing education, and scholarships

ASCP certificate programs, continuing education, and scholarships

References

- Saint Luke's Health System CAP
- https://ascls.org/alpha-mu-tau-scholarships/
- https://ascls.org/online-academic-programs/
- https://www.ascp.org/content/grants-scholarships#
- https://www.ascp.org/content/learning/certificate-programs#
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- https://www.hrdive.com/news/gen-z-overtake-baby-boomers-workforceglassdoor/699828/
- https://www.trinet.com/insights/generations-in-the-workplace-boomers-gen-x-gen-y-and-gen-z-explained