

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 made by corporations. The corporate mission to "do good" is often heard, but usually limited.

Thus, it is refreshing to find organizations that have a mission for doing good and turn that dream into a reality.

Recently, I was studying learning and development of large hospital-health organizations in North America. I found an explosion in the use of microlearning – more specifically, the use of short, just-in-time videos, to offer bite-sized 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. They employ more than 120,000 people including 5,300 physicians.

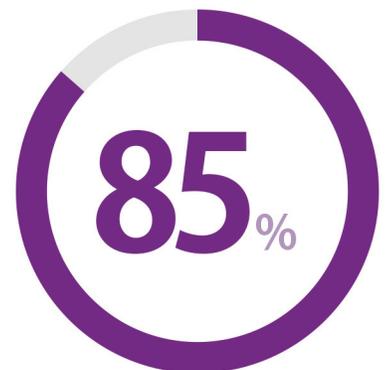
To learn more about how microlearning has been integrated into the learning culture at Trinity Health, I spoke with two members of their Talent Development team. Through this conversation, I discovered that not only is this type of learning successful in their dynamic healthcare environment, but also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

"In developing a strong health organization, we knew we needed 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 off-site classes.

"Exactly!" Jill replied. "One efficient and effective way to do this was to offer a virtual library of videos on a variety of common training topics, and make them easily available to our colleagues via their desktop or laptop, and even a variety of mobile devices!"

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



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 rebuffed.

"I agree. And we solved that also" Jill retorted. "We partnered with AthenaOnline who specializes in microlearning – learning delivered in short bursts of time – usually 6 minutes or less. We found that it's easy and realistic for our colleagues to dedicate a few minutes to learn something new or different."

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."

The Talent Development team had a strong proof of concept to bring to the Chief Human Resource Officer 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



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.

I delved into both Trinity Health's education philosophies 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, strategically we first 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

communicate this learning and development tool.

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

"Really, our learning partners in each ministry became spokespeople for QuickCoach." said Jill, "What better way to spread the news of this incredible learning resource than to have enthusiastic believers in Athena's tools and processes 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.

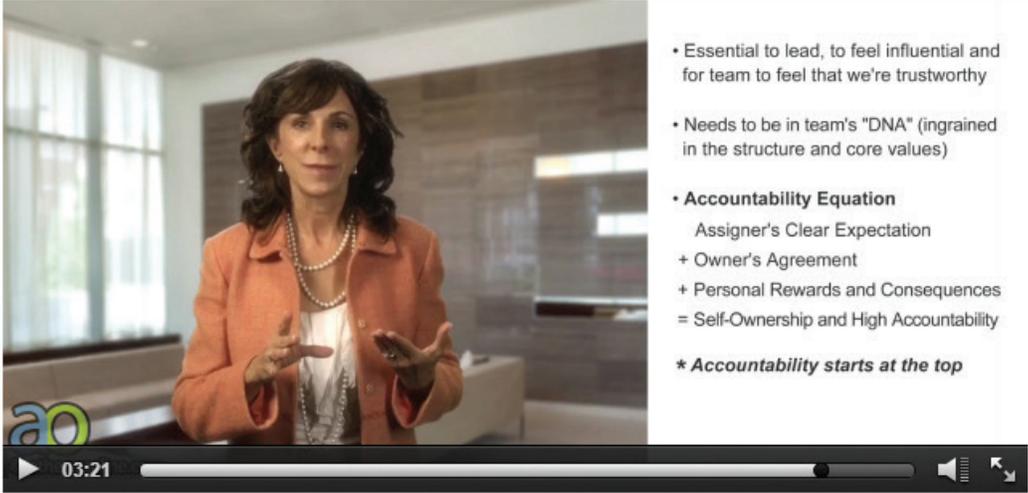
"Dan, really, little was needed to implement the MyQuickCoach video library and learning system. If there was any need, the AthenaOnline organization was immediately available and thoroughly competent to help us out with whatever was needed, and a joy to work with. Our account and project manager Mark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

After initial implementation, the Talent Development team's attention quickly turned to a 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

minutes each. It's video – so it's an intriguing way to learn 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 the best aspect of all.”

As I studied other hospitals and medical organizations (some that would talk with me, but could not officially go on



The screenshot shows a video player interface. On the left, a woman with dark hair, wearing an orange blazer and a pearl necklace, is speaking. On the right, 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. Underneath the logo, the title "Getting Accountability into the Team DNA" is shown, followed by "by Christine Comaford". At the bottom of the purple banner, there are links for "bio", "view transcript", "quality", and "terms of usage".

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 clearly written, making it easy for people to engage with the lessons. 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 microlearning video library is 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 microlearning has been successful?"

"Well" Jill reflected, "it's a combination of features in the system that the users really like. It's brief – usually 3 – 6

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 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."