

# Course Catalog



**NORTON**  
UNIVERSITY

*my* LEARNING. *my* CAREER.

## Guiding principles

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The purpose of Norton University is to provide learning opportunities to enhance the professional, educational and personal development of those we serve.

We will guide and equip Norton Healthcare's workforce so employees are positioned for success, thereby making Norton Healthcare the premier regional health care provider.

At Norton University, we will:

- Be accountable to co-workers, physicians and customers
- Serve with a high level of respect and authenticity
- Support Norton Healthcare's strategic initiatives
- Provide excellence in response to our customers
- Commit to lifelong learning
- Enjoy work and life

## Value proposition statement

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Norton University nurtures learning and relationships to inspire change that leads to exceptional experiences for patients and employees.



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## Dear Norton Healthcare Employee:

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Norton Healthcare is the Louisville area's leading health care system and third largest private employer. As such, we place tremendous value on our most precious resource — our employees. Without each and every one of you, we would not be our area's employer and provider of choice. You continually give of yourselves to make Norton Healthcare a leader in our community, and we want to give something back to you — unlimited possibilities through continuing education.

Lifelong learning is the key to a better future, both personally and professionally. By helping you strengthen skills or acquire new ones, it opens the doors to furthering your career to benefit you and your family. With that in mind, Norton University offers a wide variety of classes and training programs to help you improve your job performance, qualify for other jobs within Norton Healthcare if you want to change careers, and learn important interpersonal, time management and stress-reduction skills to benefit your interactions at work and at home.

In addition, at Norton Healthcare, we are expected to support our organization's six values:

- Respect every person
- Set the standard for quality and caring
- Continually improve care and service
- Demonstrate stewardship of resources
- Accept accountability for results
- Succeed with integrity

Continuing education is one way we can build a solid foundation on which to support those values and the community we serve.

We encourage you to take some time to review the courses available to you through Norton University, because the possibilities for success through continuing education are endless. We are committed to investing in you and your future. We hope you are committed to that investment as well.

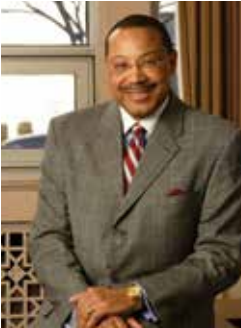
Sincerely,

A handwritten signature in black ink that reads "Stephen A. Williams".

Stephen A. Williams  
Chief Executive Officer

A handwritten signature in black ink that reads "Russell F. Cox".

Russell F. Cox  
President



I am pleased to welcome you to Norton University! On behalf of the Norton University staff, I pledge to uphold Norton University's guiding principles and assist you in your ongoing career development and lifelong learning.

As you know, the health care industry is constantly changing. At Norton University, we strive to provide the educational resources you need to keep abreast of current information related to your profession, expand your knowledge base and prepare for greater career opportunities as you choose to pursue them. We believe learning is fun, and our goal is to ensure your experience at Norton University is a memorable one.

I encourage you to view your education as an integral part of life and to support the change occurring all around us. As the adage goes, "There is one thing that is constant and that is change." Change requires new ways of thinking and acting. Rest assured, Norton University stands ready to assist you in that change process.

This catalog outlines several course offerings. To see the full array of on-site and online offerings, visit My Learning on the Employee Services page of **Nsite**.

Finally, if you have any questions, feel free to call **(502) 629-7349** to speak with me or any member of my staff. You may also email us at **nortonuniversity@nortonhealthcare.org**.

My very best to you!



Al Cornish  
System Vice President, Learning and Organizational Development  
Chief Learning Officer

## General information

### *eLearning modules*

Visit My Learning on the Employee Services page of Nsite to review all available clinical and nonclinical learning modules. eLearning is a perfect complement to instructor-led classes, providing an opportunity to take courses with ease and flexibility.

### **Parking reminder**

When taking courses at our downtown location, park in the 224 parking garage off Floyd Street. Parking is free — just sign the back of the parking ticket with your name and facility. Kitchen facilities also are available.

### **Need assistance?**

Not sure where to go or how to get started? The staff at Norton University can help you develop your personal learning plan. Call **(502) 629-7349** and get started today!

### *Accrediting agencies*

Some of the courses listed in this catalog are accredited by one or more of the following agencies.

#### **Nursing**

American Nurses Credentialing Center (ANCC) and  
Kentucky Board of Nursing (KBN)

#### **Occupational therapy**

American Occupational Therapy Association  
Florida Board of Occupational Therapy  
Maryland Board of Occupational Therapy

#### **Pharmacy**

Florida Board of Pharmacy  
School of Pharmacy approved by the American Council on  
Pharmaceutical Education  
Texas Tech University Health Sciences Center

#### **Physical therapy**

Kentucky Physical Therapy Association

#### **Radiologic technology**

American College of Radiology  
American Healthcare Radiologic Administrators  
American Society of Radiologic Technologists  
Society of Nuclear Medicine and Molecular Imaging

### *Educator Development*

Norton University offers a variety of professional and skills development experiences for all educators across the Norton Healthcare system.

The online Educator Development program provides tips and procedures that assist with the transition to the educator role. Twice a year, Bob Pike Group facilitator-training sessions bring a participant-centered learning philosophy to content design, course delivery and facilitator skills. In addition, the annual Norton Healthcare Educator's Conference brings all system educators together for a day of learning, networking and personal growth.

## To access the Learning Management System (LMS)

Visit **My Learning** under **Career & Learning** on the **Employee Services** page of **Nsite**. From a non-Norton Healthcare computer, go to **NortonLearning.org**. If you have trouble logging in from off-site, use the **Contact Us** link to send an email to the LMS coordinator.

Norton University staff will customize programs to meet specific training needs within departments. For more information on customized programs, call a Norton University specialist at **(502) 629-7349**.



## Staff development – all staff

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Staff development includes a variety of instructor-led courses and Web-based training designed to support employees on their journey to create remarkable moments for patients and families and develop remarkable careers at Norton Healthcare. We care about development and believe in developing people who care.

Staff development centers on career development, progression and enhancement, and general enrichment learning opportunities that serve Norton Healthcare's mission, vision and values.

### *College at Work*

College at Work is a collaboration between Norton University, Norton Healthcare's Office of Workforce Development, and Degrees at Work, a part of the community's 55,000 Degrees initiative. College at Work provides customized services to assist participants as they pursue a college degree or other technical/professional program. The program assists in areas such as prior learning assessments, understanding financial aid and scholarships, balancing work-school-life, transferring credits, computer literacy in the classroom, and how to succeed in online classes. The program provides a direct connection between the participant and the college or university of his or her choice.

### *School at Work*

School at Work is a six-month program designed for entry-level workers in the health care industry. Its two-pillar approach combines education with career planning. It incorporates a blended learning instructional model that applies accelerated learning principles and provides continuing education at the employee's work site. The program teaches participants goal-setting techniques to obtain targeted personal and professional results, explores time management skills to improve work outcomes and reduce stress, reviews and exercises effective communication skills that meet patient safety and satisfaction standards, and much more in 12 modules.



## Staff development – all staff

### *General enrichment*

General enrichment courses include personal and professional development opportunities that honor Norton Healthcare's commitment to lifelong learning.

#### *The 5 Choices to Extraordinary Productivity*

Move from being buried alive to soaring! Participants in this Franklin-Covey seminar learn to dramatically increase their ability to achieve life's most important outcomes, produce a measurable increase in productivity and derive an inner sense of fulfillment and accomplishment. This time and life management workshop will help you make the right choices as you plan your day, week and life. Learn to align your daily and weekly tasks with the most important goals by exploring five choices: act on the important; go for extraordinary; schedule the big rocks; rule your technology; and fuel your fire.

#### *American Sign Language*

This class teaches the basics of American Sign Language and strengthens the ability of staff to communicate more effectively with those who are hearing challenged. This class meets once per week over six weeks, providing participants with plenty of opportunities to learn and practice sign language skills.

#### *Beginning Diversity 101*

This course defines diversity by examining the dimensions of diversity and their impact at Norton Healthcare. Participants learn to recognize their own culture and its influence in the workplace. Participants gain understanding of the realities of stereotypes and possible conflict resolution strategies on the job.

#### *Business Protocol and Attire*

This course examines the do's and don'ts of professional dress, provides participants with the fundamental tools needed for building professional relationships and successful networking, and teaches proper business dining etiquette. This valuable experience is open to staff at all levels in the organization.

#### *Critical Communications*

This course provides skill practice with the Critical Communications Model used when approaching co-workers in a professional manner, giving honest feedback and asking for behavior change. At the end of the course, participants will be able to describe behaviors as opposed to stating judgments; honestly communicate the business impact of an individual's behavior; and ask for change in a positive way.

#### *Elevating Frontline Employees*

Elevating Frontline Employees (ELFE) is a holistic, multidisciplinary initiative designed to help frontline employees overcome barriers to career advancement through career coaching/mentoring, educational opportunities and assistance in creating a personalized career development plan. Employees are matched with a career coach who will guide them through the core curriculum and use of available resources to improve mind, body and spirit. A service project may be included to allow employees to give back to the community as a group. Frontline staff recommended must be in good standing. Classes meet biweekly for two hours. Topics include Career Development: Internal Transitions; Resilience: Adaptability and Change; Business Protocol and Attire; Retirement Planning; and the Life Fundamentals Money Management Online Seminar Series: Surviving Through Tough Times ("Budgeting to Make Ends Meet"; "Credit: There Is No Such Thing as a Free Lunch"; "Identity Theft: Don't Be a Victim").

#### *How to Deal With Difficult People*

This class provides strategies for dealing with individuals with whom communication can be difficult. Participants learn how to improve communication in challenging situations and develop greater insight and understanding about individuals' reactions and perceptions in various situations.



### *Inclusion Behaviors: The Bridge to Engagement*

“Diversity is the mix; inclusion is making the mix work.” This course builds on the concepts and awareness gained in Beginning Diversity 101 by examining the many aspects of culture, cultural dynamics and cultural norms. The course focuses on specific behaviors that create sustainable cultural change around inclusion and diversity. The course examines cross-cultural similarities and differences that influence the multigenerational workforce. The course concludes with an in-depth examination of stereotypes and the actions necessary to manage them effectively.

### *Interpersonal Communication Skills*

This course teaches strategies for improving verbal and nonverbal communication skills. Participants experience a variety of activities to ensure understanding of various techniques for dealing with communication breakdowns and knowing when and how to select the most appropriate communication method.

### *Personal Accountability at Norton Healthcare*

This course challenges participants to rethink the way they respond to difficulties to achieve higher levels of performance. This program assists participants in applying the Personal Accountability Model to improve their effectiveness in communication and teamwork. During this workshop, participants will develop action plans for how to increase accountability in their departments.

### *Preceptor Education*

Norton University and the Norton Healthcare Institute for Nursing collaborate to prepare preceptors for their role. Preceptor training consists of three parts: two core classes and required annual updates.

#### **Preceptor**

First of the three requirements for preparing preceptors, this course teaches foundational skills for the preceptor. Content includes examining the purpose of preceptor training, exploring the roles of the preceptor, learning the

characteristics of adult learners, self-assessment activities, instruction on writing effective goals and evaluating goal attainment, and methods for providing constructive feedback.

#### **Lean on Me: Preceptor at the Bedside**

This is the second required preceptor course, intended for nursing staff who will be preceptors at the bedside. The course examines the Norton Healthcare preceptor model in relation to Patricia Benner’s “Novice to Expert” model. Content addresses challenges preceptors may face and provides opportunity for discussion. Participants identify their communication style and explore the impact communication has on the preceptor/orientee relationship. The course concludes with the importance of critical thinking and assessing the critical thinking skills of the orientee.

#### **Annual Updates**

As the third part of preceptor training, several update options are developed and presented throughout each calendar year. Preceptors are required to complete one of these updates each year.



## Staff development – all staff

### *General enrichment*

#### *Rosetta Stone*

Rosetta Stone is the world's leading language-learning tool, offering online instruction for more than 20 languages. Languages available include Arabic, Chinese (Mandarin), Dutch, English (British), English (American), Farsi, French, German, Greek, Hebrew, Hindi, Irish, Italian, Japanese, Korean, Polish, Portuguese, Russian, Spanish (Spain), Spanish (Latin America), Swedish, Tagalog, Turkish and Vietnamese.

#### *Spanish for the Norton Healthcare Professional, part I*

This six-week course is designed to introduce non-Spanish-speaking health care providers to conversational Spanish that will assist in communication with patients and families.

#### *Spanish for the Norton Healthcare Professional, part II*

This six-week intermediate course emphasizes conversational Spanish taught in part I and uses the same course materials. **Prerequisite:** Spanish for the Norton Healthcare Professional, part I

#### *Spirit of CareGiving*

The purpose of this program is to renew and sustain the passion that attracted caring individuals into their profession. This two-day experience enriches the lives of those who participate and extends their appreciation of the difference they make in the lives of others. Spirit of CareGiving connects people's desire for meaning and purpose, which includes exploring their own possibilities, with what they do every day in their work life.

#### *Street-Smart, Principled Negotiation*

Teaches the skill of negotiation as a best practice in identifying the interests of two or more parties and generating options to meet those interests. Participants use interest-based negotiation to create and use legitimate standards and fair solutions to frame propositions to move parties in a common direction and avoid a polarized contest of wills. This course is for anyone who needs to use street-smart, interest-based negotiation in a health care environment.

#### *Toastmasters*

The Norton Healthcare Competent Communicators Toastmasters International Club is an educational organization that helps members develop their speaking and leadership skills. Members improve their communication skills by completing speeches to earn communication awards. For example, to achieve the Competent Communicator (CC) award, members must complete 10 speeches, which they can present over 12 to 18 months or stretch out to two years. Members then begin working toward the Advanced Communicator (AC) award. Higher levels of awards can be achieved over time. The Norton Healthcare Toastmasters Club has received a President's Distinguished Club Award, an achievement realized by fewer than 1 percent of the more than 14,000 Toastmasters clubs worldwide.



## Staff development – all staff

### *Patient and employee experience*

#### *Connected Compassionate Care*

What is “compassionate care”? How can we demonstrate it in our work? This session explores how connecting with patients and demonstrating genuine compassion enhance the patients’ experience of care. *Open to all employees.*

#### *Finding Your Mojo*

This session revitalizes the joy in your work and reconnects participants to the sense of purpose that inspired their career in health care. *Open to all employees.*

#### *Mindful Mentoring*

This course helps participants develop techniques and strategies for establishing a successful mentor/mentee relationship. Designed for employees who train, precept or mentor other employees and for Norton Navigator mentors. *Open to all employees.*

#### *N Recognition of You*

This course provides hands-on experience for using N Recognition of You, Norton Healthcare’s online performance recognition tool. Find out how to give and receive recognition, redeem points and review your account history. Leaders will gain insight into how to use reporting features to track recognition within teams. *Open to all employees.*

#### *Navigator Onboarding*

Pairs new-graduate registered nurses and experienced nurses in a special one-on-one mentoring program to provide encouragement, coaching and support. Assists new nurses as they transition into the Norton Healthcare system. *Open to new nurses.*

#### *The Norton Experience*

Explores the “three Cs” for improving patient and employee engagement. *Open to all employees.*

#### *Patient Surveys: What Do They Really Mean?*

This session brings meaning to patient survey results so that they can be a driver of positive change. *Open to all employees.*

#### *Phase 1 Onboarding*

New employees are welcomed with an introduction to Norton Healthcare’s culture and expectations. We will review everything from getting paid to where to report for work. *Open to all new employees.*

#### *Phase 2 Onboarding*

We will examine how Norton Healthcare provides patients with the highest-quality care. You will make great connections, learn the importance of patient- and family-centered care and examine the impact we make on our patients’ lives. *Open to all employees in their first 60 days or upon transferring to a new facility.*

#### *Phase 3 Onboarding*

Once you’ve been in your role for a while, this course is a chance to share your experience and learn how to further your personal development. *Open to all employees, especially those who are 90 to 120 days into their current role.*

#### *Recognition*

This session reinforces a culture of appreciation as a strategy for engagement and gratitude. *Open to all employees.*



## Staff development – all staff

### *Financial literacy courses*

#### *Dave Ramsey's SmartDollar*

Do you ever wonder where your paycheck went at the end of the month? Between paying bills and small emergencies, life happens. Are you counting down the days until your next paycheck only to start all over again? Do you wonder if you'll ever have enough money saved to retire? You're not alone.

**SmartDollar** is a step-by-step approach to handling money with the No. 1 authority in personal finance, Dave Ramsey. More than 2 million families have used Dave's plan and taken control of their money. You can too! This program will help you get out of debt, on a budget and on your way to a smarter future.

#### *Life Fundamentals Money Management Online Seminar Series: Surviving Through Tough Times*

This online course leads participants through self-paced lessons in surviving financially during difficult times. The lessons include "Budgeting to Make Ends Meet," which focuses on practical "how-to" approaches for establishing and managing a budget. Learn everything you need to know about credit and new credit laws in the second lesson, "Credit: There's No Such Thing as a Free Lunch." The third lesson, "Identity Theft: Don't Be a Victim," deals with identity theft, which affects more than 10 million Americans each year. Participants also have opportunities to participate in monthly "lunch and learn" meetings to further explore lesson topics.





## Staff development – clinical

### *12-Lead EKG Techniques and Recognition\**

The 12-lead EKG course will focus on core knowledge to develop skills in basic interpretation of 12-lead EKGs and to enhance rapid assessment and detection of significant EKG changes. Focus is on adult patients. *Open to nursing professionals, cardiovascular professionals, nuclear medicine technologists, EKG technicians and echocardiography technologists.*

### *Advanced Cardiac Life Support (ACLS Provider)\**

For health care providers who either direct or participate in the resuscitation of patients. Participants will enhance their skills in the treatment of arrest and peri-arrest patients through participation in a series of simulated cardiopulmonary cases. *Open to all health care providers who care for patients needing resuscitation.*

### *Basic Cardiac Dysrhythmia Two-Day Course\**

This entry-level course is designed for health care professionals practicing in patient care areas where they are responsible for analyzing rhythm strips and/or performing telemetry techniques (EKG or Ambulatory Monitoring). The two-day, instructor-led course features a combination of lecture, audio animation, interactive activities and self-assessment tools that will provide the health care professional with the skills necessary for early detection and reporting of cardiac rhythm abnormalities. *Open to health care professionals who use specialized monitoring equipment to analyze cardiac rhythms or EKGs, including technicians, technologists and nursing professionals.*

### *Critical Care Course\**

The critical care course, or “CCC,” is a series of introductory-level classes designed to help nurses master critical care concepts. Coursework focuses on the adult inpatient experiencing life-threatening emergencies in each body system. Classes may be taken together or individually. *Designed for registered nurses who are new to critical care, but all other health care professionals are welcome to attend.*

### *Cardiovascular Surgery Recovery\**

This intermediate-level course covers care of the postoperative cardiac surgery patient, focusing on the immediate postoperative period. It includes a review of hemodynamics, vasoactive drugs, intraoperative management and postoperative nursing care. *Open to health care professionals caring for cardiac surgery patients.*

### *Glucose Management and Treatment (GMAT)\**

Provides training to earn credentials in the Accucheck procedure and use of the Sigma large-volume infusion pump. Participants are those who are required to submit documentation of yearly credentialing in the Accucheck procedure. *Open to all nurses.*

### *Pediatric Advanced Life Support (PALS Provider)\**

This course is offered to health care providers to review a systematic approach to pediatric assessment. Describes priorities and specific interventions for post-resuscitation management. *Open to all health care professionals who care for pediatric patients needing resuscitation.*

### *Research and Evidenced-Based Practice Program\**

Classes, workshops and online experiences designed for clinical nurses and mentors, aimed at advancing nursing research and evidence-based nursing practice. *Open to all nurses.*

### *Stroke Essentials\**

This course is offered to registered nurses who may care for stroke patients. It includes a comprehensive overview of stroke etiology, pathophysiology and treatment. It also teaches comprehensive neurological assessment and looks at the most up-to-date research and practice guidelines. In preparation for stroke certification, specific Norton Healthcare policies and procedures are presented. The goal of this course is to improve nursing management of stroke patients at Norton Healthcare. *Open to all nurses.*

*\*Taught by the Norton Healthcare Institute for Nursing*

## Staff development – Microsoft courses

*Open to all employees*

### *Microsoft Access, Level 1*

Teaches the basic skills necessary to begin using Access. Participants learn to create and use database objects, including tables, queries, forms and reports. Participants should understand the basic concepts involved in working with a PC and should be familiar with terms such as computer memory, data files and program files. Participants also should be acquainted with PC hardware components, such as input, output and storage devices. No prior knowledge of databases or Access is required.

### *Microsoft Excel, Level 1*

Improve skills in managing, editing and printing data in basic spreadsheets. Participants create and edit basic Excel worksheets and workbooks.

### *Microsoft Excel, Level 2*

Streamline and enhance spreadsheets with templates, charts, graphics and formulas. Students apply visual elements and advanced formulas to worksheets to display data in various formats.

### *Microsoft Excel, Level 3*

Develop skills necessary to create macros, collaborate with others, audit and analyze worksheet data, create pivot tables and pivot charts, incorporate multiple data sources and import and export data.

### *Microsoft Outlook, Level 1*

Enhance skills in composing and responding to email, scheduling appointments and meetings using the Outlook calendar and managing tasks, notes and contact information.

### *Microsoft Outlook, Level 2*

Learn how to track, share, assign and quickly locate various Outlook items, as well as customize the Outlook experience and impact of Outlook calendar meeting requests to meet participants' specific needs.

### *Microsoft PowerPoint, Level 1*

Learn basic skills for producing effective, basic PowerPoint presentations for delivery in front of an audience.

### *Microsoft PowerPoint, Level 2*

Use PowerPoint to transform basic presentations into a powerful communication tool to draw, animate and format presentations with professional and quality content, which can then be communicated to a wide variety of live, remote and self-service audiences.

### *Microsoft Visio*

Learn fundamental skills while creating several types of diagrams using Microsoft Visio Professional. Create a directional map, block diagram, basic and cross-functional flowchart, organizational chart and office layout. As participants create these drawings, they will learn techniques to drag and manipulate Visio master shapes, create connections between shapes and apply styles to shapes, text and pages. Participants will generate an organizational chart from imported data and edit custom properties to store additional information in diagrams. Learn shortcuts to enhance productivity and use unique tools designed for each type of drawing.

### *Microsoft Word, Level 1*

Provides basic concepts required to create, edit and enhance standard business documents using Microsoft Office Word.

### *Microsoft Word, Level 2*

Develop skills in creating customized lists, tables, charts and graphics to personalize Microsoft Word's efficiency tools.

### *Microsoft Word, Level 3*

Enhance skills in creating, managing, revising and distributing long documents, forms and Web pages.



# General leadership development

## *Open to supervisors and above*

### *The 7 Habits for Managers*

Whether you supervise a few people or run the whole organization, you can become a highly effective manager by attending this exciting workshop based on “The 7 Habits of Highly Effective People,” which has been called “the most influential business book of the century.” This two-day experience helps you unleash the limitless potential of your team.

### *Coaching Skills for Leaders*

This course will introduce the Norton Healthcare Coaching Model for employee development. Participants will have hands-on opportunities to practice coaching skills using the model and provide meaningful feedback and praise. Build confidence in addressing coaching opportunities in a timely and constructive fashion.

### *Cultural Competency*

“The Process of Cultural Competence in the Delivery of Healthcare Services” is a practice model of cultural competence in health care that defines cultural competence as the ongoing process in which the health care professional continuously strives to achieve the ability and availability to work effectively within the cultural context of the patient. This course will examine the five constructs of the process: cultural awareness, cultural skill, cultural knowledge, cultural encounters and cultural desire. The course includes prework, pre- and post-course surveys and homework assignments. Creative and transformational training techniques will be used to accelerate learning, retention and application.

### *Essentials Skills for New Leaders*

*(formerly Managing for Excellence)*

This course is designed for new and emerging leaders and provides the foundational skills needed to be an effective leader at Norton Healthcare. Participants learn through a combination of self-study, classroom learning and developmental work assignments.

### *Inclusion Behaviors: The Bridge to Engagement*

“Diversity is the mix; inclusion is making the mix work.” This course builds on the concepts and awareness gained in Beginning Diversity 101 by examining the many aspects of culture, cultural dynamics and cultural norms. The course focuses on specific behaviors that create sustainable cultural change around inclusion and diversity. The course examines cross-cultural similarities and differences that influence the multigenerational workforce. The course concludes with a more in-depth examination of stereotypes and the actions necessary to manage them effectively.

### *Introduction to Project Management*

Entry-level workshop for supervisors and managers who work with project managers and provide resources for projects, individuals who manage small projects and project team members. Participants review project management terminology, understand key roles and responsibilities, develop a project proposal, construct a work breakdown structure and identify tools for tracking and controlling a project.

### *Meeting Management*

The purpose of this class is to identify and apply useful tools and techniques to eliminate unnecessary meetings and to ensure meetings are productive. Topics include agenda, minutes and responding to behaviors that are disruptive to meetings.

### *Norton Healthcare Leadership Conferences*

These conferences are attended by the organization’s entire management team. They are designed to support Norton Healthcare’s strategic initiatives, including personal accountability, organizational accountability and cultural diversity.

### *Public Speaking: The Wow Factor*

This course will increase confidence in your ability to connect with an audience and in your presentation style. The class provides opportunities to participate in discussions, make a presentation and receive peer feedback. You also can take home a DVD of your presentation.

# General leadership development

*Open to supervisors and above*

## *Performance Improvement*

The Clinical Effectiveness Department offers a three-day training program in performance improvement problem-solving through a simplified version of the Lean Six Sigma methodology known as DMAIC (define, measure, analyze, improve and control). The process is used throughout Norton Healthcare and is a best practice for improvement in health care and other industries. It places a strong emphasis on problem analysis to identify true root causes and control of solutions to ensure performance is sustained. *The class is a prerequisite for additional training as a performance improvement coach or trainer. Completion of an exam and project work is required for certification.*

## *Proactive Employee Relations (online)*

Managers learn key elements of labor law and proven methods to build and maintain credibility with the teams they lead and to develop the reputation that they hear people fully and treat them fairly. This course will create credible and trusted managers who improve operational effectiveness, employee morale and retention, and create a positive workplace environment.

## *Project Management Concepts and Techniques*

Two-day workshop focuses on the entire project life cycle. Participants learn the art and science of project management through a series of case studies, hands-on exercises and a wide variety of practical experiences. In addition, participants identify roles and responsibilities of key players and keep them focused, committed and motivated; learn how to plan projects effectively the first time; identify potential risks and build contingency plans; recognize lessons learned; and plan how to keep projects and budgets on track.

## *Spirit of CareGiving*

The purpose of this program is to renew and sustain the passion that attracted caring individuals into their profession. This two-day experience enriches the lives of those who participate and extends their appreciation of the difference they make in the lives of others. Spirit of CareGiving connects people's desire for meaning and purpose, which includes exploring their own possibilities, with what they do every day in their work life.

## *Street-Smart, Principled Negotiation*

Teaches the skill of negotiation as a best practice in identifying the interests of two or more parties and generating options to meet those interests. Participants use interest-based negotiation to create and use legitimate standards and fair solutions to frame propositions to move parties in a common direction and avoid a polarized contest of wills. This course is for anyone who needs to use street-smart, interest-based negotiation in a health care environment.

## *Toastmasters*

The Norton Healthcare Competent Communicators Toastmasters International Club is an educational organization that helps members develop their speaking and leadership skills in a friendly atmosphere. Members improve their communication skills by completing speeches to earn communication awards. For example, to achieve the Competent Communicator (CC) award, members must complete 10 speeches, which they can present over 12 to 18 months or stretch out to two years. Members then begin working toward the Advanced Communicator (AC) award. Higher levels of awards can be achieved over time. The Norton Healthcare Toastmasters Club has received a President's Distinguished Club Award, an achievement realized by less than 1 percent of the more than 14,000 Toastmasters clubs worldwide.

## *Understanding Team Dynamics*

The purpose of this workshop is to identify and apply useful tools and techniques to help team leaders lead more effective teams, councils and department meetings. Participants identify the steps of team development and how to move teams that are "stuck" in one step.

## *Your Leadership Journey*

This course encourages the learner to think about the transitions that newer leaders face and how to handle those challenges. They are introduced to three leadership differentiators: Be Authentic, Bring Out the Best in People and Be Receptive to Feedback. These are most important to building a positive reputation as well as contributing to the organization's success.

## Patient and employee experience

*Open to all leaders and recognition champions*

### *Employee Experience*

This course focuses on four “best practice” strategies for improving trust.

### *Now Presenting ... Service Anniversaries and Retirements*

The presentation is the best part of the award! Experience remarkable presentation moments and learn the essentials needed to create a memorable service anniversary or retirement presentation.

### *Recognition: Ignite People and Performance*

This session reinforces a culture of appreciation as a strategy for engagement and gratitude.



## Norton Healthcare leadership development

### *Essentials Skills for New Leaders*

*(formerly Managing for Excellence)*

This course is designed for new and emerging leaders and provides the foundational skills needed to be an effective leader at Norton Healthcare. Participants learn through a combination of self-study, classroom learning and developmental work assignments.

### *Executive Leadership Development*

This program is designed for strategic leaders at Norton Healthcare to help them continue to develop their skills, knowledge and abilities. Participants will experience a customized program designed to meet the individual needs of the participating leader. Program components may include 360 evaluations, executive coaching through certified coaches, participation in programs offered through the Leadership Louisville Center, Greater Louisville Inc., local and national trade organizations, and college and university executive development programs.

### *Human Resources Orientation*

This orientation will provide new leaders with an overview of Human Resources practices, procedures, processes and forms.

### *Leadership Onboarding*

This course is required for all leaders at Norton Healthcare. Based on the Norton Leadership Way — the context for leadership at Norton Healthcare — this course explores the skills and knowledge necessary for leadership excellence. Participants learn through a combination of self-study, classroom learning and developmental work assignments.

### *Leadership Onboarding Renewal*

This course provides graduates of the Leadership Onboarding Program (LOB) with a full day of activities and reflection exercises centered on the leadership content from LOB. It provides participants an opportunity to discuss how they have applied their learning from LOB and to hear from other graduates from across the Norton Healthcare system on their leadership successes and challenges. The course content focuses on four leadership areas: leading through vision and values; leadership basics; leadership effectiveness; and the Norton Healthcare Leadership Way.



### *Leadership Skills for the Experienced Leader*

This course is designed for leaders who are managing multiple departments or seeking to further develop their leadership expertise. The course is an in-depth examination of the skills, competencies and qualifications shared by successful experienced leaders at Norton Healthcare. Participants will learn from industry experts, practice skills under real-life circumstances and learn from peers as they master the leadership skills needed to function in a strategic leadership role.

### *So You Want to Be a Leader at Norton Healthcare*

This course is designed for individuals who want to learn about the roles and responsibilities of a leader prior to making the decision to pursue a career in leadership. This self-directed course provides a firsthand opportunity to explore the competencies and characteristics needed to become a successful leader at Norton Healthcare.

### *Competencies*

#### **Model our values.**

Demonstrate ethics and integrity.  
Exhibit leadership stature.  
Increase self-awareness.  
Manage yourself.

#### **Care for others.**

Value diversity and differences.  
Develop adaptability.

#### **Build an engaging workplace.**

Manage effective teams and work groups.  
Develop others.  
Build and maintain relationships.  
Manage politics and influence others.

#### **Strive to be an exceptional communicator.**

Communicate effectively.  
Set vision and strategy.

#### **Learn, adapt, lead.**

Enhance business skills and knowledge.  
Increase your capacity to learn.

#### **Engage in the life of our organization.**

Understand and navigate the organization.

#### **Accomplish great things.**

Manage the work.  
Display drive and purpose.  
Solve problems and make decisions.  
Make change.  
Take risks and innovate.





# Nurse leadership development

## *Essentials Skills for New Leaders*

*(formerly Managing for Excellence)*

This program is designed for new and emerging leaders and provides the foundational skills needed to be an effective leader at Norton Healthcare. Participants learn through a combination of self-study, classroom learning and developmental work assignments.

## *Human Resources Orientation*

This orientation will provide new leaders with an overview of Human Resources practices, procedures, processes and forms.

## *Leadership Onboarding*

This program is required for all leaders at Norton Healthcare. Based on the Norton Leadership Way — the context for leadership at Norton Healthcare — this course explores the skills and knowledge necessary for leadership excellence. Participants learn through a combination of self-study, classroom learning and developmental work assignments.

## *Nurse Executive Leadership Development Program*

This program is designed for strategic nurse leaders to help them continue to develop their skills, knowledge and abilities. Participants will experience a customized program designed to meet the individual needs of the participating leader. In addition, program components may include 360 evaluations, executive coaching through certified coaches, participation in programs offered through the Leadership Louisville Center, Greater Louisville Inc., local and national trade organizations, and college and university executive development programs.

## *Orientation for the Assistant Nurse Manager Role*

This orientation program provides structure and process for the new assistant nurse manager to understand the role of assistant nurse manager. The orientation allows for individualization, based on the previous experience of the new assistant nurse manager. The orientation will prepare the new assistant nurse manager to meet the expectations of the role so they are as effective as possible.

## *Orientation for the Nurse Manager Role*

This orientation program provides structure and process for the new nurse leader to understand the role of nurse manager. The orientation allows for individualization, based on the new nurse manager's previous experience. The orientation will prepare the new nurse manager to meet the expectations of the role and to be as effective as possible.

### *Competencies*

#### **Model our values.**

- Demonstrate ethics and integrity.
- Exhibit leadership stature.
- Increase self-awareness.
- Manage yourself.

#### **Care for others.**

- Value diversity and differences.
- Develop adaptability.

#### **Build an engaging workplace.**

- Manage effective teams and work groups.
- Develop others.
- Build and maintain relationships.
- Manage politics and influence others.

#### **Strive to be an exceptional communicator.**

- Communicate effectively.
- Set vision and strategy.

#### **Learn, adapt, lead.**

- Enhance business skills and knowledge.
- Increase your capacity to learn.

#### **Engage in the life of our organization.**

- Understand and navigate the organization.

#### **Accomplish great things.**

- Manage the work.
- Display drive and purpose.
- Solve problems and make decisions.
- Make change.
- Take risks and innovate.



# Practice manager leadership development

## *Human Resources Orientation*

This orientation will provide new leaders with an overview of human resource practices, procedures, processes and forms.

## *Leadership Onboarding*

This course is required for all leaders at Norton Healthcare. Based on The Norton Leadership Way — the context for leadership at Norton Healthcare — this course explores the skills and knowledge necessary for leadership excellence. Participants learn through self-study, classroom learning and developmental work assignments.

## *Practice Manager Development Program*

This course is designed to provide practice managers with an opportunity to fully understand and learn their role. The course will review the tools and resources for success. Discussion will include their role in management regarding a sense of ownership, sense of urgency, financial impact of decisions and customer service principles. In addition, the practice manager will be able to describe the quality of care standards and the future of healthcare including Accountable Care Organizations and population health management.

## *Competencies*

### **Model our values.**

Demonstrate ethics and integrity.  
Exhibit leadership stature.  
Increase self-awareness.  
Manage yourself.

### **Care for others.**

Value diversity and differences.  
Develop adaptability.

### **Build an engaging workplace.**

Manage effective teams and work groups.  
Develop others.  
Build and maintain relationships.  
Manage politics and influence others.

### **Strive to be an exceptional communicator.**

Communicate effectively.  
Set vision and strategy.

### **Learn, adapt, lead.**

Enhance business skills and knowledge.  
Increase your capacity to learn.

### **Engage in the life of our organization.**

Understand and navigate the organization.

### **Accomplish great things.**

Manage the work.  
Display drive and purpose.  
Solve problems and make decisions.  
Make change.  
Take risks and innovate.



# Norton Physician Leadership Academy

The Norton Physician Leadership Academy uses a highly solutions-based curriculum. Classes are a blend of on-site, online and self-study modules based on current practice and patient care issues that physicians experience every day.

Physicians who attend the Norton Physician Leadership Academy will learn more about:

- Leadership
- Quality
- Teamwork
- Health care finance
- Marketing and communications

The curriculum offers dedicated physicians who are interested in preparing for the future of health care an opportunity to enhance their leadership competencies and skills. Offered in conjunction with the American Association for Physician Leaders (AAPL), the academy covers different topics in each course, including:

- The three faces of quality
- Building effective teams
- Integrated health systems
- Health care finance
- Leading and managing strategic change

The Norton Physician Leadership Academy offers three tracks:

**CME track:** Earn AMA PRA Category 1™ credits through the ACPE by completing 10 on-site sessions and claiming continuing medical education (CME) credits.

**CPE track:** In addition to obtaining CME credits, complete 10 on-site courses and additional online self-study courses to prepare to sit for the ACPE certification exam.

**Master's degree track:** Complete all requirements for the 10 on-site sessions as well as any other prerequisite courses required for entrance into a master's degree program in medical management, health care quality and safety, or business administration. Participants also earn CME credits and are prepared for the ACPE certification exam.

All courses completed in the CPE and master's degree tracks require the participant to complete and pass a formal online examination.

On-site AAPL classes will be scheduled about every two months. Other Norton Healthcare-specific coursework will be scheduled during the off months. Coursework will not be scheduled in April, July and December.

## Faculty

The Norton Physician Leadership Academy is staffed with experienced instructors from the ACPE who incorporate a teaching style that engages and challenges participants.

## Eligibility

The Norton Physician Leadership Academy is open to Norton Healthcare-employed physicians and physicians who provide facility-based services through exclusive contracts, such as anesthesia, emergency medicine and radiology.

As part of the application process, physicians who are accepted into the academy will:

- Sign a contract addendum outlining expectations
- Commit to two years of study
- Partner with a Norton Healthcare executive to complete a work project
- Serve as mentors for future participants

## Cost

Norton Healthcare pays the cost of the Norton Physician Leadership Academy for physicians who complete the program.

# eLearning

The eLearning Development Team provides custom Web-based Training (WBT) course development for any Norton Healthcare department, including clinical, nonclinical and system support departments. WBT courses are a cost-effective way to train a large number of learners in different locations.

WBT course content can include text, audio, video and demonstrations (such as computer applications). Courses are designed to be interactive to engage the learner and increase retention. Using the Learning Management System (LMS), students can access WBT courses from any networked Norton Healthcare computer or from home.

Note: Continuing education courses are valid for a specific period of time and may expire after the printing of this catalog. Currently, more than 400 WBT courses that award contact hours are available. Courses are added monthly. Check the Learning Management System for new listings.

*A sample of available courses:*

## **Staff development — all staff**

American Sign Language  
 Communication Skills  
 Diversity  
 Emergency Procedures  
 Epic EMR (approximately 100 courses)  
 General HIPAA Education  
 Nonverbal Communication  
 Nutrition  
 Spanish in Health Care  
 Preventive Techniques (nonviolent crisis intervention)  
 Time Management Techniques  
 Universal Precautions  
 Universal Protocols  
 Workplace Safety

## **Staff development — clinical**

12-lead EKG  
 Addiction  
 Arterial Blood Gases  
 Asthma

Breast Cancer  
 Central Lines  
 Child Abuse  
 Critical Thinking  
 Cultures in Crisis  
 Cultural Competency  
 Development Care in the NICU, parts 1 and 2  
 Diabetes  
 Ethics  
 Geriatric Care  
 HIV/AIDS  
 Infection Control  
 Medications  
 Nurse Aide/Nurse Assistant  
 Occupational Therapy  
 Patient Education  
 Pharmacy  
 Physicians  
 Preventing Patient Falls  
 Radiation Safety  
 Respiratory Therapy

## **Leadership development**

Communication Skills

## **Emerging leader**

Building Effective Work Teams  
 Building Trust  
 Communicating With Impact  
 Managing Performance



## On-demand courses

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Is there a specific need for your team or unit? On-demand classes are available for any group. Contact Norton University to schedule a time and date to bring the course to your location! On-demand courses include:

### *Effective Emotions in the Workplace*

This course examines the four clusters associated with the effective use of emotions in social interactions. Course content includes close examination of specific behaviors associated with excellent emotional and social aptitude. Emphasis is placed on creating personal action steps for developing healthy working relationships that foster productivity and optimum patient care.

### *Effective Emotions in the Workplace for Leaders*

Examines the four clusters associated with the effective use of emotions in social interactions and their role in leading and inspiring others. Course content includes close examination of specific behaviors associated with excellent emotional and social aptitude. Emphasis is placed on creating personal action steps for developing healthy working relationships that foster productivity and optimum patient care, as well as coaching and mentoring others and impacting the emotional development of the organization.

### *Effective Emotions in the Workplace for Supervisory and Managerial Success*

Examines the four clusters associated with the effective use of emotions in social interactions and their role in managing and supervising staff. Course content includes close examination of specific behaviors associated with excellent emotional and social aptitude. Emphasis is placed on creating personal action steps for developing healthy working relationships that foster productivity and optimum patient care, as well as working with staff to encourage emotionally effective behavior.

### *Leading in an Accountable Organization*

This class challenges participants to rethink the way they respond to challenges, difficulties and problems in order to achieve higher levels of performance. This program also assists participants in applying the Personal Accountability Model to improve effectiveness in communication, teamwork and developing direct reports. Beginning with an understanding of the Accountability Continuum, participants learn the value of breaking down silos for improving performance and quality of work life. Learn the two keys for leading an accountable organization: focusing on performance execution and proactive recovery.

### *Project Management Concepts and Techniques*

Two-day workshop focuses on the entire project life cycle. Participants learn the art and science of project management through a series of case studies, hands-on exercises and a wide variety of practical experiences. In addition, participants will identify roles and responsibilities of key players and keep them focused, committed and motivated; learn how to plan projects effectively the first time; identify potential risks and build contingency plans; recognize lessons learned; and plan how to keep projects and budgets on track.

### *Putting Power and Punch Into Your Presentation*

This course offers a guide for designing and conducting on-site and off-site presentations to individuals and groups. Participants review the two keys to effective presentations, list tools to reduce tension and anxiety, and learn ways to use interaction and props effectively. Participants should bring a brief description of a potential presentation that they will give in the near future.

Also included in on-demand courses are selections from the full Development Dimensions International (DDI) catalog, including titles such as:

- Accelerating Business Decisions
- Adaptive Leadership
- Addressing Poor Performance
- Advanced Coaching
- Boosting Business Results
- Building and Sustaining Trust
- Building Winning Relationships
- Coaching for High Performance
- Coaching for Peak Performance
- Communicating for Leadership Success
- Communicating With Impact
- Creating a Service Culture: The Service Leaders' Role
- Cultivating Networks and Partnerships
- Delegating With Purpose
- Developing Organizational Talent
- Developing Yourself and Others
- Driving Innovation
- Driving Change
- Embracing Change
- Executing Strategy at the Front Line
- Fostering Innovation
- Handling Challenging Situations With Courage
- High-impact Feedback and Listening
- Influencing for Organizational Impact
- Influential Leadership
- Launching a Successful Team
- Leading High-performance Teams
- Leading Virtually
- Making Change Happen
- Making High-quality Decisions
- Making Meetings Work
- Making Sense of Business: A Simulation
- Mastering Decision Dynamics
- Mastering Emotional Intelligence
- Mastering Interaction Skills
- Motivating Others
- Navigating Beyond Conflict
- Networking for Enhanced Collaboration
- Planning and Managing Resources
- Reaching Agreement
- Reinforcing Leadership Development
- Resolving Workplace Conflict
- Retaining Talent
- Setting Goals and Reviewing Results
- Taking the HEAT (Customer Retention)
- Valuing Differences
- Working as a High-performing Team
- Your Leadership Journey











**NORTON**  
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*my* LEARNING. *my* CAREER.