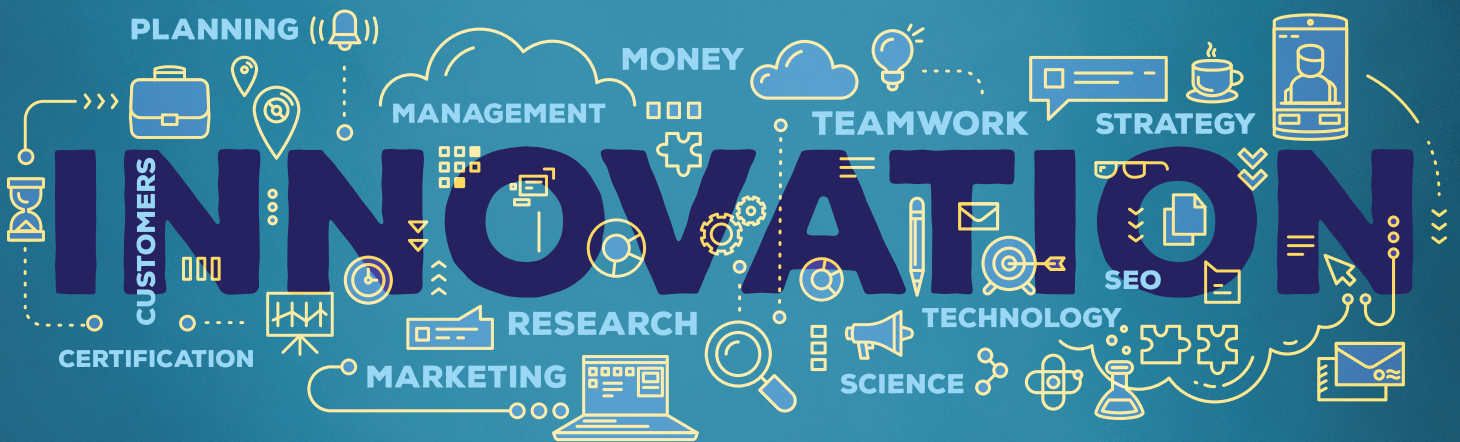


2018 Third Quarter Curriculum



BEACONTM
ACADEMY

Impact, Inspire, Innovate

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Welcome to Beacon Academy!

It's a new quarter, and we're looking forward to bringing you a new area of focus through our Beacon Academy courses.

Our Quarter 3 curriculum will focus on celebrating you and your unique talents! We'll be taking a more holistic approach to identify your strengths, how to leverage those strengths and how to use them to bring out the best in your team. In particular, we'll look at practical and immediately applicable tools and techniques to help in the evolution of who you are while building and sustaining your resilience.

This approach will provide additional opportunity for our internal consultants to support individuals, leaders, and teams to achieve their most important objectives. Whether it be strategic initiatives, group effectiveness, assessments, or innovation opportunities, our team is able to access, develop, and deliver customized curriculum based on your specific needs.

Whether you're just beginning your career or you're an experienced leader, you'll leave our courses with tangible takeaways you can implement immediately in your day-to-day work. We look forward to learning with you!

Making Beacon a Career Destination and a Great Workplace

Beacon Academy developed out of our vision to make Beacon Health System a Career Destination and to serve our 7,000+ associates across the region. Our development curriculum helps to ensure that we have the Right Talent with the Right Skills ready at the Right Time. In addition, our curriculum expands beyond leadership development and into culture development to support our Great Workplace initiatives. We are proud to be recognized as one of the most progressive development-focused organizations in the region.

Right Learning, Right Time

Our curriculum is developed to be "nimble and flexible". We release our courses on a quarterly basis to allow us the ability to develop and deliver what is most important to our associates and leaders and ensure we deliver the Right Learning at the Right Time, aligned to the strategic imperatives and activities that are most critical during the "next 90 days".

Experience the Innovation Difference with Customized Curriculum

All of our course participants benefit from our infusion of Innovation into everything we do at Beacon. The ability to generate and implement new ideas and processes differentiates organizations that are leaders in their respective industries; thus, we have integrated Innovation methods

into many of our courses. Do you have a performance improvement need that could benefit from new ideas? Contact us to determine how we can be a resource for you.

Beacon Academy Online! Learning At Your Convenience

We understand that balancing the needs of one's job can sometimes make attendance at classroom-based training difficult. Beacon Academy Online provides self-directed, on-demand, online learning modules. The courses align to the HealthcareSource Staff and Leadership Assessment competencies and are a perfect complement and "next step" in aligning assessment results with targeted competency development. These online courses provide the opportunity for you to focus on targeted development activities at your own convenience.

School at Work Program

This six-month program, funded by the Kelly Brown Scholarship, is offered to Memorial associates to sharpen their skills and explore new positions within the organization. This program is excellent for associates who have been out of school for some time and who are looking to go back or just to freshen up their skills.

Team Development? We'll Come To You!

If you'd like to offer a specific curriculum to a group or team within Beacon, we can provide facilitation of any Beacon Academy or customized curriculum. If you'd like information on how we can tailor curriculum specific to your needs, or would like to explore the possibility of facilitation on-site at your organization, please contact one of our internal consultants.

Learn. Grow. Succeed!

Take time to review our course information. Consider pushing yourself beyond your comfort zone to help you grow as a leader, improve your communication skills or enhance your project management abilities. Discuss development opportunities with your supervisor or manager. Which courses align with goals, objectives or strategies for which you are directly responsible?

Take the next step in building your career — sign up for Beacon Academy. We'll take care of the rest.

Sign Up

Beacon associates may register for courses through **NetLearning**.

Please note:

*Course listings are updated on a quarterly basis.
Courses may be canceled due to low participation.*



Jewel Abram-Copenhaver
Lead Faculty and Class Designer
for Beacon Academy and the Pfeil
Innovation Center

Jewel has more than 28 years of management, leadership and entrepreneurial experience. She is a certified facilitator for the Creative

Problem Solving Process and Listening Pays and is trained in Advanced Facilitation Techniques, the Tom Peter's WOW! Project Methodology, and the Notre Dame, Certified Innovation Mentor Program.

Jewel enjoys focusing her energy and expertise on expanding leadership development and Innovation techniques for Beacon Associates and as a guest speaker, presenter, and facilitator for organizations throughout the region sharing tools and techniques for Innovation, Thinking Differently and Leadership Development.

Jewel earned her bachelor's degree in music and psychology and has an entrepreneurial background of successfully launching and owning a performing and visual arts school for 10 years. She has enjoyed being a High Flying Kid Motivator and Manager of HealthWorks! Kids Museum and helped to launch the Pfeil Innovation Center and for the last 2 years has brought her knowledge and experience to Beacon Academy.



Chad Hartzell, MA
Executive Director, Talent and
Organizational Development for
Beacon Health System

Chad supports the development and execution of strategy for Beacon's Associate Relations, Talent Acquisition and Organizational Development/

Effectiveness Functions, including Beacon Academy.

His professional experience spans many industries including financial services, hospitality, retail, supply chain and manufacturing with local companies such as Teachers Credit Union, Quality Dining and Welch Packaging. Chad credits his passion for leading and developing others from experience gained in human resources leadership roles in Target Corporation's supply chain function and Whirlpool Corporation's global strategic sourcing and talent management functions.

He earned his bachelor's degree in psychology from Purdue University and his master's degree in industrial and organizational psychology from Roosevelt University.



Kimberlie Warren, PhD, MPA
Organizational Development and Effectiveness
Consultant for Beacon Health System

With close to 20 years of higher education teaching experience, Kimberlie conducts and facilitates trainings, fulfills the roles of coach and mentor, and assists associates with professional, personal and skill development for positive progression and multidimensional well-being.

She is a certified facilitator for HeartMath and Listening Pays, as well as a certified Caritas Coach and cancer research patient advocate for Susan G. Komen and the American Association for Cancer Research. In addition to performing community-based research, Kimberlie has trained, facilitated and presented at the local, state, national and international levels.

She completed her undergraduate and graduate work at Indiana University South Bend. Kimberlie received her doctoral degree in health services administration with a concentration in health and human behavior from Walden University.

Today's Resilient Leader for Tomorrow's World

The role of today's leader is complicated. More than five generations of employees are in today's workforce, everyone is expected to do more with less and the world keeps changing before our eyes. Sometimes the challenges can be overwhelming for you as you lead your team. Understanding the value of emotional intelligence, resiliency and communicating well with different generations and strength styles on your team is essential for every leader as they prepare for tomorrow's challenges.

Workshop Dates:

- July 24: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka
- Aug. 28: 10:00 a.m. to 12:00 p.m. – Beacon Health & Fitness Mishawaka
- Sept. 4: 10:00 a.m. to 12:00 p.m. – Elkhart General Hospital Auditorium A

Business Readiness: A New Approach to Leading Change

We're throwing a curve on this one! The concept of Business Readiness disrupts conventional wisdom of preparing an organization and / or teams for change. Business Readiness is the way to develop associates to have the agility and abilities to capitalize on change through leaders' transparency, direction and clear expectations. This course introduces the concept through the following:

- Business Readiness pyramid
- Assessing for Business Readiness
- Reality-Based buy-in

Workshop Dates:

- July 31: 10:00 a.m. to 12:00 p.m. – Pfeil Innovation Center
- Aug. 28: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka
- Sept. 11: 10:00 a.m. to 12:00 p.m. – Beacon Health & Fitness Mishawaka

Stand Out

Identify your strengths and act on them. This new class is designed around the book *StandOut 2.0* by Marcus Buckingham. Discover how to leverage your strengths and bring out the best in your team. "Stand out" by taking what's unique about you and figuring out how to make it useful with the three lessons for building your strengths. Then connect the strength roles back to your team and help them find their winning selves. In this course you will learn:

- How To Stand Out and Be Your Best Self
- How Strengths-Building Accelerates Team Work
- The Nine Strength Roles

Workshop Dates:

- July 17: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka
- Aug. 16: 2:00 to 4:00 p.m. – Pfeil Innovation Center
- Aug. 21: 10:00 a.m. to 12:00 p.m. – Elkhart General Hospital Auditorium B
- Sept. 20: 10:00 a.m. to 12:00 p.m. – Pfeil Innovation Center

Build Resilience for Better Work-Life Blending

Through our daily activities, actions and interactions we sometimes experience internal and external disorder to the point that we're just not sure whether we're coming or going. Things get crazy and we can't think straight, we don't effectively communicate and connect with ourselves and others. As a result, our productivity and efficiency, our relationships and our health and well-being suffer, leading to stress and burnout. And many of us depend on our organization to help us deal with stress and burnout when we have the ability and resources that we need. We often forget, or simply neglect, to use our inherent resources that increase and sustain our ability to resiliently navigate the stressors that we face in our personal and work lives. New learning for some and a friendly reminder for others will be offered in this session. You'll be exposed to practical, immediately applicable, science-based tools and techniques to build and sustain your resilience. Prior to your scheduled session, be sure to drink a glass of water and take three deep belly breaths.

Workshop Dates:

- Aug. 9: 10:00 a.m. to 12:00 p.m. – Pfeil Innovation Center
- Aug. 14: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka
- Sept. 18: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka
- Sept. 27: 10:00 a.m. to 12:00 p.m. – Elkhart General Hospital Auditorium A

Innovation and Discovery

Innovation isn't just about coming up with a new idea, it's about discovering great value. Dive into how you can encourage your team to creatively solve their everyday issues with understanding the real problem not just the perceived challenge, how to ask the right questions, and how to sort through the "noise" and discover what really matters. Use innovation and discovery thinking to cut all the drama and get focused on "what is" and what will make a significant difference for the people we serve and how we serve them.

Workshop Dates:

- Aug. 14: 10:00 a.m. to 12:00 p.m. – Beacon Health & Fitness Mishawaka
- Aug. 30: 10:00 a.m. to 12:00 p.m. – Elkhart General Hospital Auditorium B
- Sept. 6: 10:00 a.m. to 12:00 p.m. – Pfeil Innovation Center
- Sept. 25: 2:00 to 4:00 p.m. – Pfeil Innovation Center

Coaching Habit

Habit Book Discussion Series (4, 2-hour sessions)

Would you like to develop the habit of saying less and asking more for increased managerial effectiveness? Or, are you seeking a user-friendly coaching model for enhanced individual or team outcomes? If you answered "yes" to any of these questions, then why not try the Coaching Habit? The Coaching Habit explains how habits are formed and how we can respond to change them for greater effectiveness. Using seven core questions, this adaptable model will transform your coaching skills to help you and those you lead do more of what's right, less of what's wrong, or simply do things differently for better results. It offers easy-to-use tools that hold the potential for positive impact on your performance, the performance of others, workplace culture and the organization's economic bottom line. Why not try out a new habit? You might actually like it!

Workshop Dates:

- Aug. 2: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka
- Aug. 16: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka
- Sept. 6: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka
- Sept. 20: 2:00 to 4:00 p.m. – Beacon Health & Fitness Mishawaka

Listening Pays

Listening – it seems so simple. Yet, the average person ignores, forgets or misunderstands 64% of what he or she hears. Is it any wonder that mistakes occur, opportunities are missed or that the “I’ll take care of it!” never happens! Learn to achieve meaningful results through the power of listening.

- Listening Assessments
- Listening Strategy
- Listening Habits

Workshop Dates:

- Aug. 23: 8:30 a.m. to 4:30 p.m. – Pfeil Innovation Center
- Nov. 1: 8:30 a.m. to 4:30 p.m. – Pfeil Innovation Center



School at Work Program



This 6-month program, funded by the Kelly Brown Scholarship, is offered to Memorial Associates to sharpen their skills and explore new positions within the organization. This program is excellent for associates who have been out of school for some time and who are looking to go back or just to freshen up on their skills. The typical School At Work student is a frontline associate who loves working in healthcare and is motivated to advance. SAW meets once a week for 2 hours from end of February through October and finishing up with a graduation celebration in November. Modules include: Moving Up The Career Ladder, Life Management Skills, Mastering Communication in the Workplace, Principles of Patient Satisfaction and Safety, Grammar, Reading, Writing and Applying Math in the Work, Medical Terminology and Planning for Your Future.

Dates: Mondays 2:30 to 4:30 p.m. | February 26, 2018 through October 22, 2018

Facilitator: Jewel Abram-Copenhaver

Place: Epworth Educational Services at Pfeil Innovation Center

Contact Jewel Abram-Copenhaver for future program dates:
JCopenhaver@beaconhealthsystem.org





Every interaction and every encounter matters. Whether it's in the exam room, waiting room, cafeteria, a parking garage or a hallway, we all can make a good experience an exceptional experience. **Be a Beacon** is an uplifting video journey that shows us how making connections and building relationships can lead to better interactions with our patients, customers and each other.



To participate in this interactive learning experience, log into **NetLearning** and select a course from your **"To Do"** list. The good news is: You can re-watch a course anytime! Simply select the course in your **"MyCompleted"** section of **NetLearning** and enjoy.

The below courses align to the Healthcare Resource Staff and Leadership competencies and are a perfect complement and “next step” in aligning assessment results with targeted competency development. These online courses provide the opportunity for associates to focus on targeted development activities – at their own convenience. They can be launched through NetLearning.

Creating a Positive Attitude, 2.0 hours

Oftentimes your success or failure depends not only on the situation you are in, but how you react to that situation. Your reaction to the situations you encounter is significantly influenced by your attitude. Having a positive attitude involves looking for the best in a situation, being realistic about possibilities and consequences, and having the courage to believe that you can succeed. It isn't always easy to be positive. You may feel that the odds are stacked against you, or you may find it hard to cope with the difficult and challenging situations that you find yourself in. Taking action to develop a positive attitude involves examining how you perceive your situation, and how you deal with your perception of the situation. This course will show you that it is possible to change your perspective from negative to positive, and provide you with skills for overcoming the challenges that you face at work. Being successful starts and ends with you, and having a positive attitude will help you achieve your desired success.

Developing the Right Attitude for Performing under Pressure, 1.0 hour

With the right attitude, you can optimize your performance under pressure. Although meeting the challenge of high pressure situations is a different experience for everyone, one thing is constant: you need an attitude that leads to effective and efficient goal-oriented action. You won't always be able to control the external events that lead to pressure, but you can control your reaction. This course helps you recognize the events and situations that cause you to feel pressure. It explains how you can understand your reaction to pressure, and how excessive stress can impair your performance. Finally, it covers the principles for managing your attitude so you stay in control and maintain a success-oriented mentality. Meeting high-pressure challenges is an opportunity for you to excel and build your reputation as someone who can be counted on.

Generating Creative and Innovative Ideas: Maximizing Team Creativity, 1.0 hour

Is creativity within everyone's grasp? Does creativity come naturally within a team, or is this a skill that some learn and others don't? Like anything, creativity and innovation can flourish when cultivated with the right tools. This course discusses how to maximize team creativity. It explores the conditions in the work environment that help encourage team creativity, such as diversity among team members. In addition, it describes team methods for fostering creativity, including such techniques as brainstorming and role playing. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Leading Teams: Building Trust and Commitment, 1.0 hour

Highly successful teams have members who exhibit certain key characteristics, including an honest and fair approach, personal integrity, and a positive attitude. But two personal qualities are particularly crucial for a member of a high-performance team: a healthy level of trust in others and a sense of commitment to the team. In the early stages of team development, leaders must set up structures and processes that support the development of these team characteristics. This course offers strategies used to build trust based on encouraging honest, accountable, fair, and positive behavior. The course also provides leaders with strategies that help increase team member commitment, such as being supportive, making members feel secure, providing interesting work, and acknowledging contributions and achievements. By using these strategies, team leaders can develop a cohesive team that works together to reach its goals. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Leading Teams: Dealing with Conflict, 1.0 hour

Successful teams are characterized by having a clear direction, trust among team members, effective communication, and the ability to quickly resolve conflict. In the early stages of team development, leaders must set up structures and processes that support the development of these team characteristics. Effective leadership is particularly required during the Storming stage of team development when conflict tends to be at its highest. The survival of the team depends on a team leader who can quickly recognize conflict, diagnose its cause, and use strategies to resolve the issue. In doing so, the leader restores trust and positive working relationships among team members. This course offers you an understanding about what causes conflicts on a team and the important role of healthy communication in handling conflicts. It presents many best practice approaches to resolving conflicts and illustrates the tenets of principled negotiation. By learning the principles and strategies presented in this course, you will have the skills to keep your high-performance teams away from destructive patterns of conflict and on track to achieving their goals. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Listening Essentials: Improving Your Listening Skills, 1.0 hour

There are many factors and variables that influence the way we listen. Listening to understand and being able to truly identify what is being said to you is often easier said than done. Internal and external roadblocks can interfere with how we listen and interpret the information communicated to us. In this course, you'll discover how roadblocks such as distractions, emotions, and the way in which we communicate can influence the way we listen and receive messages. The course also covers strategies that you can use to avoid these roadblocks and improve your listening skills. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Management Essentials: Caring about Your Direct Reports, 1.0 hour

To manage well, you need to develop many different skills, among which is the ability to show care and appreciation for your employees. It's important to remember that the people who work for you have hopes, goals, and aspirations as well as fears, anxieties, and doubts. To have good relationships with your direct reports, you need to recognize their humanity and care about them as people, not just as employees. This course describes what it means to be a caring manager. Specifically, it outlines the behaviors that a caring manager exhibits, such as showing genuine interest and an engagement in the lives of employees. This course also describes ways you can show that you are a caring manager. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Managing for Rapid Change and Uncertainty, 1.0 hour

In an ever-changing business environment, organizations globally are faced with the challenges of having to reinvent themselves or face failure. This course examines the factors driving organizational change and shows how you can use a change management strategy to mitigate any potentially negative impact in your organization. It helps you prepare yourself and your team to meet the challenge of change and uncertainty. It also enables you to secure everyone's support while you're implementing change. And it gives you guidelines on how to embed the changes once they've been implemented.

Managing from Within: Self-empowerment, 2.0 hours

Have you ever thought that you could be the best boss you've ever had? By developing attitudes and skills that empower you, you can manage from within and become your own best boss. Self-empowerment is the process of taking responsibility for your attitudes, behaviors, and actions at work to maximize your effectiveness. As an empowered employee, you will be driven by ownership, initiative, and performance. This course focuses on attitudes and behaviors that promote self-empowerment. It provides strategies for empowering yourself through self-coaching, approaches for developing an entrepreneurial mind-set, and an opportunity to apply a model for self-empowerment to enhance your performance. Applying these approaches will help you become a self-empowered contributor in your organization.

Optimizing Your Work/Life Balance: Taking Control of Your Stress, 1.0 hour

In 'Occupational Stress,' Stephen Palmer wrote 'Stress is the psychological, physiological and behavioral response by an individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands, which, over a period of time, leads to ill-health.' Are you constantly adding items to your to-do list and it seems like your list never shrinks? Are you feeling overwhelmed at work and at home? Are you afraid that stress is starting to negatively impact your health and relationships? Stress is produced by your own feelings and reactions to certain external events, rather than by the events themselves. And while you may not always be able to control the external events that are causing you stress, you can control your reactions to them and how you handle them. This course will explain how the signs and symptoms of stress could be of physiological, behavioral, and psychological nature and where these stresses can come from. This course reviews strategies for coping with stress and avoiding burnout. The course also covers how you can positively change your responses to stress once you are able to recognize how you respond to stressful situations. Relaxation techniques such as breathing and meditation are also covered. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.

Understanding Organizational Change, 1.0 hour

Change can be disruptive. A change in your life, whether good or bad, can create a period of uncertainty, stress, and anxiety while you adjust. And change at work is no different. You may question what's going on and feel like you have no control over the situation. But eventually, ideally, you'll see that the change brings a positive result for your own job, and your organization. A clear understanding of what organizational change is, and what to expect when dealing with it, can shorten the period of adjustment so you can get back on track sooner. This course provides a basic understanding of what is meant by organizational change and typical events that can trigger organizational change. It also outlines the three specific types of organizational change. Finally, the course details common reactions to organizational change, and the stages you can expect to go through when dealing with organizational change. Materials designed to support blended learning activities aligned with this course are available from the Resources Page.



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