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**TIP: DIRECT LINKS TO SOME COURSES**

Throughout this catalog, you will see direct links in the listings for *some* courses. They look like this: COURSE 1234, ONLINE 5678. For Montefiore Medical Center (MMC) users, these links will take you to the Learning Management System and, once you login, to the listing for that course. There, you can access the course (if online), add it to your Learning Plan, assign it to one of your direct reports, or register for an available date. Note that some courses are not available for self/manager registration and therefore do not have links.
Montefiore Health System provides technical, professional, and leadership learning and development opportunities for associates at all levels and disciplines across the organization. It is with great pleasure that I welcome you to the new Learning Catalog for 2020. The Montefiore Learning Network and our education partners across the Montefiore Health System work closely together to provide exceptional learning experiences, skills, and professional training programs that enhance our overall capabilities to perform, serve, and lead at greater levels in our relationships with each other and our delivery of excellent patient care.

I encourage you to look through the catalog and find learning and development opportunities for yourself and your teams. You will find that we have a variety of offerings broken down by various leadership levels, professional skills, and certification and advanced programs across all disciplines.

Learning and development is something that happens both in and outside the classroom. We strive to provide the best learning and development opportunities to all associates and we support this through various means outside of the classroom with the goal of sustainable skill attainment and capability enhancement. Below you will find a table that depicts a balanced and effective approach to learning and development.

For the most updated listing of courses and programs available to you and to enroll in any of our offerings, please discuss with your manager and consult the Learning Management System, launched directly from your desktop, or reach out to a member of the Learning Network team at LearningNetwork@montefiore.org or 718-920-8787.

“"A learning organization is an organization that is continually expanding its capacity to create its future.”

- Peter Senge
Learning Management System (LMS)

For Montefiore Medical Center (MMC) associates, updated information on learning opportunities at Montefiore can be found on our Learning Management System.

1. Access the system by clicking on the Talent Management and Learning icon on your desktop or visiting https://performancemanager4.successfactors.com/login?company=Montefiore through your web browser (Internet Explorer 11 or higher recommended). Note: For non-MMC users, please consult location-specific instructions or contact the Learning Network (LearningNetwork@montefiore.org or 718-920-8787).

2. Login using your Outlook/Network ID and Password. (This is the same ID and Password you use to log on to your computer.)

3. To visit the Learning system, find the drop-down menu in the upper left corner of the screen and select Learning. Training that has been assigned to you will appear under My Learning Assignments and you can access it from there.

4. To access additional training, look under Find Learning and click in the box that says What do you want to LEARN today? Type a search term in the box and click Go. You may also browse by selecting Browse all courses.

5. Roll your mouse over the course listing to view options such as Assign to Me (adds the course to your Learning Assignments for later access) or Start Course (opens the course and adds it to your Learning Assignments). An instructor-led class that has dates available for registration will indicate that Scheduled offerings are available. Click on these words and find a date for which you want to register.

If you do not have an Outlook/Network ID please contact the IT Service Desk at 718-920-4554. For technical assistance with the Learning Management System, please email LearningNetwork@montefiore.org or call 718-920-8787.
What’s new?
Every year new courses are added to our catalog. Courses that are new this year are marked with this icon next to the course listing.

How do I enroll in a class?
You may register for available classes via the Learning Management System or by contacting the Learning Network team. Please ensure you have your manager’s approval if attending during work hours.

Who do I call if I have questions?
Contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.

Are there costs for training and development?
There is no cost for Montefiore Medical Center associates to attend our open enrollment programs; however, there are costs for customized programs. Contact the Learning Network at 718-920-8787 or LearningNetwork@Montefiore.org for more information.

What if I need to cancel my enrollment?
If it is necessary to cancel your enrollment, please login to the Learning Management System and withdraw from the class. If you need assistance, contact the Learning Network.

Does the Learning Network ever cancel classes?
In the event a class does not reach the minimum number of registrants one week prior to class, the Learning Network may cancel the class. All participants will be notified by phone and email. In the event of a weather-related cancellation, the Learning Network will make all reasonable attempts to reach participants by phone and email. Participants can also call 718-920-8787 to receive updated weather cancellation information.

Can I receive Continuing Education Credits (CEs)?
The Montefiore Learning Network, as part of the Einstein Montefiore Center for Continuing Professional Development, is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the members of the healthcare team. The Montefiore Learning Network now offers nursing CEs through the Joint Accreditation Committee (JAC) and the ANCC is a participating member of the JAC. Nursing credits are based on length of program and specific guidelines built in to each course offering. (i.e. test, survey, online module) Credits are granted via an application and approval by the JAC committee. Courses that have associated CEs are marked with this icon next to the course listing.

What about simulation at Montefiore?
The Learning Network and our partners use a variety of methods to support learning. This includes the use of simulation for clinical education, as well as for leadership and professional development. You can identify classes that incorporate simulation by looking for this icon next to the course listing.

What is the “no show” policy?
Due to the costs associated with providing learning programs to our leaders and associates, there will be a “no show” fee of $200 per person, per program, charged to the department if associates register for a program, do not attend, and do not cancel at least 48 hours prior to the start of the class. Managers of associates who are identified as no shows or late cancellations are notified. The Learning Network will waive the fee for business, personal or medical emergencies.
Education Partners

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Senior Director, Workforce Development & Management  
Montefiore Hudson Valley Collaborative

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Training Manager, Montefiore IT

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Training Manager, Montefiore IT

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Director, Corporate Compliance

Matthew McDonough  
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Senior Director, Environmental Health & Safety

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Senior Director of Operations, Montefiore Medical Group

Jeffrey Weiss  
Vice President for Medical Affairs, Senior Medical Director, Montefiore Health System

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White Plains Hospital

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Professor and Vice Chair  
Faculty Development and Wellbeing  
Departments of Psychiatry & Behavioral Sciences and Obstetrics and Gynecology & Women’s Health  
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Emergency Department  
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Director of Educational Innovations, Office of Medical Education  
Assistant Professor of Pediatrics, Albert Einstein College of Medicine  
Program Director, Pediatric Hospital Medicine Fellowship

Alison Vail  
Director of Nursing, Montefiore Mt. Vernon
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Onboarding & Orientations
Onboarding & Orientations

New Associate Orientation (NAO)
COURSE 6560
7.5 hours
Required for all new associates
This session reviews important elements of what it means to work at Montefiore, along with providing the associate with a feel for our unique organizational culture.

Learning Objectives:
• Feel like you’ve joined an awesome organization that is guided by a philosophy of care that places the patient in the center and values our associates for their great contributions.
• Explain how you contribute to Montefiore’s mission and how you can make a difference in people’s lives.
• Realize you not only have a job, but a future to build at Montefiore.
• Develop a sense of community with other new hires and begin to build both personal friendships and collegial networks.
• Demonstrate an understanding and awareness of the healthcare industry.

New Associate Onboarding Check-in
COURSE 589001
Professional Level—Appropriate for associates at all levels, including individual contributors
.5 hours
This 30-minute check-in is offered to new associates who have completed six months of employment at Montefiore as part of their year-long onboarding process. Associates provide feedback on their new hire experience to date to support continuous quality improvement of the onboarding experience for the remainder of their first year and for other current and future new associates.

Grab Hold of Your Career
COURSE 1196028
4.5 hours
Professional Level—Appropriate for associates at all levels, including individual contributors
This optional workshop is the culmination of new associates’ year-long onboarding process. Attended by associates on their first year anniversary, this session focuses on the hands-on use of actionable tools (e.g. Talent Management Career portal; career map; individual development plan) to reinforce the benefits of self-accountability in charting one’s career.

Learning Objectives:
• Describe the five step Career Development Pathway.
• Design the framework of a career map.
• Create a customized, actionable career development plan.

DO I NEED TO REGISTER FOR ORIENTATION?

Please note that registration for Orientations is generally handled by Human Resources. When associates are required to select their own dates for certain events (e.g., New Associate Onboarding Check-in, Grab Hold of Your Career) they will be notified via email of the need to do so.
ONLINE COURSES FOR NEW ASSOCIATES

The following courses are required for all new associates and are automatically assigned in the Learning Management System.

*Due within 14 days of hire:*
  - New Associate Orientation (NAO): Departmental Checklist (ONLINE 381002)
  - New Associate Orientation (NAO): Environment of Care (ONLINE 367001)
  - New Associate Orientation (NAO): New Associate Handbook (ONLINE 389001)

*Due within 30 days of hire:*
  - Active Shooter Preparedness (ONLINE 1191002)
  - HIPAA - Privacy Rule for Covered Entities (ONLINE 403001)
  - HIPAA - Security Rule for Covered Entities (ONLINE 403002)
  - New Associate Orientation (NAO): Security (ONLINE 353002)
  - New Associate Orientation (NAO): Regulatory Environment (ONLINE 380001)

*Due within 90 days of hire:*
  - Diversity & Inclusion (Associate Edition) (ONLINE 132002)
  - Phishing - Security Awareness Training (ONLINE 762002)
  - Preventing Discrimination and Harassment in Health Care (ONLINE 1286004 or ONLINE 1286005)

The following courses are optional and can be accessed via the Learning Management System.

  - Associate Benefits Overview (ONLINE 60)
  - New Associate Orientation (NAO): Intranet & Internet Tour (ONLINE 361002)
  - New Associate Orientation (NAO): Montefiore Branding (ONLINE NAO Brand)

For the most complete and up-to-date listing of courses, please visit the Learning Management System.
New Leader Orientation
COURSE 6570
6 hours
Audience: new leaders (newly hired or newly promoted into a leadership role)
This course, intended for new leaders (newly hired or newly promoted into a leadership role), builds knowledge of Montefiore’s strategic plan and how Montefiore is positioned to respond to the changing healthcare economy. Throughout the day there are presentations by leaders from Quality, Compliance, Information Technology and Finance who provide a clear picture of the current state of Montefiore Health System and the resources available to leaders.

Learning Objectives:
• Describe Montefiore’s strategic plan and how Montefiore is positioned to respond to the changing healthcare economy.
• Recognize how your areas of responsibility contribute to the strategic goals of the organization.
• Identify your leadership communication style and how to “flex” it when needed.
• Discuss the key expectations of leaders at Montefiore.
• Locate tools and resources available at Montefiore to support you in carrying out your new responsibilities.

Coming soon! The New Leader Orientation program will be expanded to a full curriculum for new leaders, meant to be completed over the course of the first year.

ONLINE COURSES RECOMMENDED FOR NEW LEADERS

Disciplinary Action Process for Union Associates (ONLINE DISC_ACTION_UNION)
Family and Medical Leave Act (FMLA) for Managers (ONLINE 1285014)
HR Regulatory Readiness (ONLINE HR_Reg_Readiness)
Running Effective Meetings (ONLINE 1267001)
SAP HCM for New Users (ONLINE SAPHCM_NewUser)

For the most complete and up-to-date listing of courses, please visit the Learning Management System.
Clinical Core Orientation
COURSE 6540
4 hours
Audience: All clinical associates new to Montefiore
This course will provide the clinical associate with the necessary information to function as a safe practitioner in the clinical setting. Participants will learn key knowledge and skills required for successful transition to practice.

Learning Objectives:
• Verbalize understanding of Healthcare Reform, including “Triple Aim” and accountable care.
• Verbalize understanding of the concept “delivery of healthcare across the continuum.”
• Discuss legal issues including risk management, advance directives, and the Patient Care Act.
• Explain the importance of patient safety and patient centered care.
• Discuss the importance of patient education, resources, and modalities.
• Discuss principles of infection prevention and control.

Registered Nurse/Licensed Practical Nurse (RN/LPN) Orientation
Day 1 COURSE 6550
Day 2 COURSE 692001
12 hours
Audience: RNs and LPNs new to Montefiore
The goal of nursing orientation is to ensure the orientees receive consistent information regarding policies, procedures, standards, and documentation to support practice and familiarize them with the organization vision, mission values, goals and organization structure.

Learning Objectives:
• Verbalize understanding of the RN/LPN role in patient centered care.
• Demonstrate skills required for safe effective care of patients with central line and urinary catheter.
• Demonstrate core skills required for safe effective care of patients in acute and critical care setting.
• Apply recent evidence and research in the management of hospital acquired conditions.
• Discuss safety principles and management of patients at high risk for fall, suicide, alcohol withdrawal and other.
• Discuss the care and management of the patient with diabetes.
• Demonstrate blood glucose testing.
• Demonstrate care of patient during cardiopulmonary failure.
• Discuss standards of practice and performance.
• Review competency, assessment, and documentation.

Nursing Attendant (NA) Orientation
Day 1 COURSE 692003
Day 2 COURSE 6580
12 hours
Audience: NAs, PCAs, PCTs, and CCTs new to Montefiore
This course will provide the nursing attendant with the necessary information to function as a safe practitioner in the clinical setting.

Learning Objectives:
• Discuss the role and the standards of practice and performance.
• Review competency assessment and documentation.
• Demonstrate core skills required for safe effective care of patients in an acute care environment.
• Apply recent evidence and research in the management of hospital acquired conditions.
• Describe patient safety initiatives (e.g., fall prevention).
• Identify safe patient handling/mobility practices and principles of body mechanics.
• Discuss principles of security and violence in the workplace.
Patient Care Technician (PCT) Orientation
COURSE 6590
8 hours
Audience: PCTs and PCAs new to Montefiore
This course will provide the patient care technician with the necessary information to function as a safe practitioner in the clinical setting.

Learning Objectives:
• Discuss the role and standards of practice and performance.
• Review competency assessment and documentation.
• Demonstrate core skills required for safe effective care of patients in an acute care environment.
• Apply recent evidence and research in the management of hospital acquired conditions.
• Demonstrate knowledge of and how to access the patient care manual for practice guidelines.
• Discuss patient safety initiatives (e.g., fall prevention, abduction).
• Demonstrate safe patient handling/mobility.
• Discuss principles of body mechanics.
• Discuss principles of security and violence in workplace.

Pediatric Nursing Attendant (NA) Orientation
COURSE 435001
2 hours
Audience: Pediatric NAs new to Montefiore
At the end of the course, pediatric nursing attendants will be able to assist pediatric registered nurses with the nursing care of pediatric patients within the scope of Nursing Attendant.

Learning Objectives:
• Discuss the role and standards of practice for pediatric patients.
• Review competency assessment related to pediatric vital signs, physical measurements, family centered care, and collection of specimens and documentation.
• Demonstrate core skills required for safe effective care of pediatric patients in an acute care environment.
• Demonstrate knowledge of and how to access the patient care manual for practice guidelines.
• Discuss patient safety initiatives (e.g., fall prevention, abduction).

Unit Secretary/Business Associate (US/BA) Orientation
COURSE 6610
4.5 hours
Audience: Unit secretaries and business associates new to Montefiore
This course will provide the unit secretary/business associate with the necessary information to deliver support services which enhance patient care delivery and unit functions.

Learning Objectives:
• Discuss the role and responsibilities, including standards of practice and performance.
• Review competency assessment and documentation.
Emergency Department (ED) Orientation
COURSE 1196005
8 hours
Audience: RNs new to the Emergency Department
This is a one-day orientation to the Emergency Department for the registered nurse.

Learning Objectives:
• Discuss basic principles of emergency care.
• Outline the regulatory issues guiding the Emergency Department.
• Complete the competency assessment for the use of point of care testing.
• Outline the expectations of the orientation process in the Emergency Department.

Essentials of Critical Care Nursing
COURSE 1199002
40 hours
Audience: RNs new to Critical Care
This six-day course is designed to provide the RN, new to the critical care setting, with the necessary information and skills required to care for the critically ill adult. The last day of the course is a simulation skill day to integrate theory and practice. Credits: 40 contact hours.

Learning Objectives:
• Discuss the nursing implications associated with the critical care and treatment of patients with coronary artery disease, heart failure, respiratory failure, neurological disorders, sepsis/Shock/MODS, liver failure, operative procedures, hemodynamic instability, or bioethical issues

Essentials of Emergency Nursing
COURSE 1196006
51 hours
Audience: RNs new to the ED
This six-day course is designed to provide the RN, new to the ED setting, with the necessary information and skills required to care for the patients seeking medical treatment with an emerging condition. The last day of the course is a simulation skill day to integrate theory and practice. Credits: 45 contact hours.

Learning Objectives:
• Discuss basic principles of emergency care.
• Describe categories of triage.
• List the appropriate emergency drugs.
• Classify life threatening condition in emergency department.
• Identify the appropriate action for the emergency.
• Prioritize action a according to the needs of the situation.
• Assess the patient's condition and identify the problem.
• Perform prompt and effective resuscitation for seriously ill or injured patients.
• Provide effective emergency care for patients with medical & Surgical emergencies.
• Demonstrate decision-making skills in emergency situations.

Essentials of Pediatric Emergency Nursing
COURSE 1196007
15 hours
Audience: RNs working in the ED
This course prepares the ED nurse with the skills and knowledge necessary to care for pediatric patients with various emergency presentations. Credits: 15 contact hours.

Learning Objectives:
• Identify major anatomic and physiologic differences between pediatric and adult patients.
• Differentiate the expected developmental findings and milestone for each pediatric developmental stage.
• Differentiate the assessment components for the Pediatric Assessment Triangle, primary assessment, and secondary assessment.
• Identify and manage frequent pediatric emergencies based on review of systems.
• Identify and manage fluid and electrolyte emergencies in the pediatric population.
• Discussing institutions protocols and pathways.
• Review of PALs and Pediatric resuscitation meds.
Onboarding & Orientations
Nursing Specialty Orientations

Essentials of Pediatric Nursing
COURSE 1196007
22.5 hours
Audience: RNs new to pediatrics
This course is geared toward orientation of new pediatric nurses.

Day 1 Learning Objectives:
• Review growth and development of children from infancy through adolescence.
• Identify red flags in each stage.
• Discuss the principles and techniques of safe medication administration to children.
• Discuss principles of family centered care.
• Review appropriate technique of performing a pediatric physical examination.

Day 2 Learning Objectives:
• Discuss the care of a child with naso gastric and gastric tube (GTube) and pediatric nutrition.
• Discuss care of a child with a central line.
• Discuss care of a child with a tracheostomy.
• Discuss care of child with neurology problems.

Day 3 Learning Objectives:
• Discuss high flow pathway, asthma pathway Pew scoring, and utilization of these tools.
• Review fluid electrolyte balance and normal and abnormal lab values in children.
• Discuss assessment and management of a critically ill child.
• Participate in a pediatric mock code.

Perinatal Orientation and Education Program (POEP)
COURSE 1197012
22.5 hours
Audience: RNs at Wakefield new to the perinatal setting
The Perinatal Orientation and Education is designed to provide nurses working in the Maternal Child health units (labor and delivery, antepartum and postpartum, nursery and neonatal intensive care units) with the theoretical knowledge needed to provide holistic family centered care to women, their infants, and family members during the preconception, antepartum, intrapartum and postpartum periods.

Learning objectives:
• Discuss factors that affect preconception and inter-conception health.
• Describe physiology and psychological adaptation to pregnancy.
• Discuss the process of labor and birth.
• Identify the complications of pregnancy and nursing care.
• Discuss the newborn assessment, neonatal complications and nursing care.
• Articulate the importance of a holistic nursing approach when caring for women and families experiencing perinatal loss.
Clinical Education

Airway Management Workshop

**COURSE 1245001**

8.5 hours

*Audience: Nurses*

This 8.5-hour course is designed to provide the nurse with knowledge and skills to manage the patient's airway. *Credits: 7.5 contact hours.*

Learning Objectives:

- Demonstrate routine care and management of a patient with an airway problem.
- Discuss nursing care of a patient on Ventilator
- Demonstrate emergency management of a patient with an artificial airway.

Basic Dysrhythmia Recognition (BDR) Program for PCT/PCA/CVT's in Monitored Settings Only

**COURSE 1197008**

20 hours

*Audience: PCTs, PCA, CVTs in Monitored Settings*

This course provides the PCT/PCA/CVTs working in monitored settings with the information needed to interpret basic EKG rhythms. A certificate of completion will be given to those who successfully complete the program.

Learning Objectives:

- Recognize normal and abnormal cardiac rhythms and how to escalate information to the nurse.

Basic Dysrhythmia Recognition (BDR) Program for RN/LPN's in Monitored Settings Only

**COURSE 1241001**

20 hours

*Audience: RNs/LPNs Working in Monitored Settings*

This course provides the RN/LPNs working in cardiac monitored settings with the information needed to interpret basic EKG rhythms. *Credits: 20 contact hours.*

Learning Objectives:

- Recognize normal and abnormal cardiac rhythms and how to manage them.

Breastfeeding

**COURSE 1197009**

20 hours

*Audience: Nurses working in Maternal Child Health Units*

This course is designed to train staff with the skills/knowledge necessary to assist Mothers with breastfeeding, how to maintain lactation for those who are separated from their babies and educate staff on how to support mothers who cannot or do not want to breastfeed. *This is a 2-day course consisting of 15 hours of didactic training and 5 hours of skill demonstration/return demonstration.*

Learning Objectives:

- Discuss lactation techniques and safe formula preparation to assist/educate breastfeeding mothers.
- Manage the psychosocial needs of new mothers as it relates to breastfeeding.

Charge Nurse Workshop

**COURSE 1194006**

8.5 hours

*Audience: Registered Nurses*

This introductory course is designed for the registered nurse to enable the RN to effectively execute the role of charge nurse. *Credits: 7 contact hours.*

Learning Objectives:

- Define the role, responsibilities and professional requirements of the charge nurse.
- Identify potential risk management issues and the appropriate intervention/escalation.
- Describe best practices for managing unit activities.
Chemotherapy Biotherapy Course  
**COURSE 126003**  
17 hours  
**Audience: Nurses in oncology settings**
This course is designed to provide nurses with the information needed in order to apply the basic knowledge regarding principles of safe administration and handling of chemotherapy and biotherapy.

Learning Objectives:
- Identify four modalities used to treat cancer.
- Identify principles of chemotherapy and biotherapy.
- Identify ethical and legal concerns in the treatment of patients with cancer.
- Explore patient safety concerns and principles of safe management.
- Demonstrate understanding of methods of dose calculation, discuss administration complications.
- Identify common toxicities, risk factors, and symptom management related to cytotoxic agents and discuss potential long-term effects related to cancer treatment.

Electronic Fetal Monitoring (EFM)  
**COURSE 196004**  
7.5 hours  
**Audience: Nurses at Wakefield in Maternal Child Health Care Units**
This course describes concepts in antenatal testing including analysis and interpretation of biophysical profiles and complex antenatal fetal heart monitoring tracings.

Learning Objectives:
- Demonstrate the use of Electronic Fetal Monitoring.
- Recognize abnormalities and escalate.

Critical Care Skills Fair  
**COURSE 1194008**  
5 hours  
**Audience: Nurses in Critical Care Areas**
This 5-hour program is geared toward reviewing and enhancing the knowledge and skills of critical care nurses. Learning Objectives will vary. The skills and lectures are designed to address indications, contraindications, complications, patient monitoring and nursing responsibilities related to the latest trends in the critical care arena as identified by the critical care nurse, stake holder and providers. *Credits: 5 contact hours.*

Emergency Department Charge Nurse  
**COURSE 1271001**  
8.5 hours  
**Audience: ED nurses with 2 years of experience and ready to take the role of the ED charge nurse.**
Learners need to attend the general charge nurse course before attending the emergency department charge nurse class. This course will provide ED nurse with necessary knowledge in leading and managing the ED when assigned as the charge nurse.

Learning Objectives:
- Discuss scope of practice as an ED RN
- Describe the Emergency Department operations
- Explore the role of customer service in the ED
- Elucidate the attribute of a leader from the learner
- Discuss legal and risk issues in nursing practice
Emergency Department Triage  
**COURSE 1213001**  
7 hours  
*Audience: RNs working in the ED*  
This course provides the Emergency Department RN with the knowledge and skills needed to effectively perform the Emergency Department triage role.  

Learning Objectives:  
- Define Triage and identify all its components.  
- Discuss the roles and responsibilities of the triage nurse.  
- Identify legal/ethical issues in triage.  
- Explain the triage assessment.  
- Identify and discuss the five levels of the Emergency Severity Index (ESI).  
- Demonstrate use of the Nursing Process in documentation of the triage process.  
- Identify and discuss Triage “Red Flags.”  
- Develop an understanding of the screening process for the identification of at risk populations.  
- Apply infection control procedures used in triage.  
- Analyze the role of patient centered care in assuring a safe and effective triage experience.

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Glucose Testing Certification  
**COURSE 1194011**  
2 hours  
*Audience: Selective RNs/PCT*  
Staff are required upon onboarding to complete a skills validation and certification on how to perform Blood Glucose Point of Care Testing.  

Learning Objectives  
- Demonstrate glucose point of care testing.  
- Discuss follow up and patient management.

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Glucose Testing Recertification  
**COURSE 1196010**  
2 hours  
*Audience: Selective RNs/PCTs*  
Recertification for glucose testing is required if staff have not maintained ongoing annual competency verification.  

Learning Objectives:  
- Demonstrate ongoing competency in Blood Glucose Testing.  
- Discuss follow up and patient management.

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Epilepsy Management Program  
**COURSE 580001**  
8.5 hours  
*Audience: Nurses, PCT, NA*  
This course is designed to provide the nurse and nursing ancillary staff with the knowledge and skills to effectively, and safely manage the care for patients in the Epilepsy Management Unit.  

Learning Objectives:  
- Define clinical components of epilepsy.  
- Compare seizure and epilepsy.  
- Management of patient with seizures.

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LPN IV Recertification  
**COURSE 1196012**  
1 hour  
*Audience: LPNs*  
IV and venipuncture skills for the LPN are required to be reevaluated on an annual basis.  

Learning Objectives:  
- Demonstrate ongoing skill in IV insertion and venipuncture for blood draw.
Medical Surgical Certification Review Seminar  
**COURSE 1194005**  
16 hours  
*Audience: Nurses*  
This 2-day seminar is designed to help nurses prepare for the Medical Surgical Certification Exam.

Learning Objectives:  
• Apply, analyze and evaluate current practice information, research and application to clinical practice.  
• Review clinical updates and treatment options.  
• Apply knowledge to improve patient safety and quality outcomes.

Medicinal-Surgical Topics for New Graduate Nurses  
**COURSE 1197010**  
8.5 hours  
*Audience: New graduate RNs who have been working on their medical-surgical unit for approximately 2-16 weeks.*  
This one-day course is designed for new graduate nurses to gain the fundamental knowledge and skills necessary to competently care for medical-surgical patients. The focus is on assessment, planning, implementing and evaluation of care in an acute setting. Varied medical-surgical topics are included based on organizational priorities and learner feedback. *Credits: 7.0 contact hours.*

Course Objectives:  
• Integrate the knowledge and skills acquired from general nursing education with the plan of care for medical surgical patients at Montefiore  
• Identify the assessment, planning, implementation and evaluation strategies along with critical thinking necessary for quality care of medical-surgical patients.

Monoclonal Therapy in the Non-Oncological Setting  
**COURSE 1292079**  
2.5 hours  
*Audience: RNs*  
This course is designed to provide nurses with the information needed in order to apply the basic knowledge regarding principles of safe administration and handling of monoclonal therapy in the non-oncological setting. *Credits: 2.5 contact hours.*

Learning objectives:  
• Discuss the role of biotherapy in the non-oncological setting such as in the transplant and neurology population  
• Review the mechanism of action, indication of usage, and safety concerns with administration.

Neuroscience Nursing  
**Day 1 COURSE 1201001**  
**Day 2 COURSE 1201002**  
17 hours  
*Audience: All RNs and LPNs throughout MHS*  
The Neuroscience Nursing Course provides Registered Nurses the knowledge to assess, plan, implement and evaluate the nursing care of the neuroscience patient. *Credits: 15 contact hours.*

Learning Objectives, Day 1:  
• Discuss signs and symptoms of stroke.  
• Identify appropriate stroke interventions.  
• Apply and utilize appropriate stroke assessment tools.  
• Identify the different types of strokes.  
• Explain the importance of the stroke timeline.

Learning Objectives, Day 2:  
• Discuss intracranial injuries and parameters.  
• Explain classification of brain injuries.  
• Identify endocrine disorders.  
• Describe the care of the patient with brain tumor.
NICU: STABLE
COURSE 1196019
7.5 hours
Audience: RNs
This course is designed for nurses who care neonates in the Neonatal ICU. S.T.A.B.L.E. stands for the six assessment and care modules in the program: Sugar, Temperature, Airway, Blood pressure, Lab work, and Emotional support. A seventh module, Quality Improvement, stresses communication and teamwork as well as the professional responsibility of evaluating care provided to sick infants, with the goal of improving future care.

Learning Objectives:
• Review blood sugar and temperature control of the neonate.
• Discuss and demonstrate airway management and blood pressure modulation of the neonate.
• Explain emotional support of families with a child in the NICU.
• Discuss quality improvement as it relates to the NICU.

Pediatric Skills Fair
COURSE 1252003
4-6 hours
Audience: RNs in Pediatric areas
This program is geared toward reviewing and enhancing the knowledge and skills of pediatric nurses. Learning objectives will vary. The skills and lectures are designed to address indications, contraindications, complications, patient monitoring and nursing responsibilities related to the selected skill and based on latest trends in the pediatric care arena as identified by the pediatric nurse, stake holder and providers.

Pediatric Basic Dysrhythmia (BDR)
COURSE 1196023
19 hours
Audience: RNs
This course provides the participant with the information needed to interpret normal and abnormal ECG rhythms in children.

Learning Objectives:
• Identify the normal cardiac rhythms of pediatric population.
• Identify arrhythmias affecting pediatric population.
• Discuss etiology and nursing assessment of pediatric patients experiencing arrhythmia.
• Discuss nursing interventions for pediatric patients experiencing arrhythmia.

Peritoneal Dialysis Workshop
COURSE 1197002
5 hours
Audience: RNs
This course is designed to introduce the care of the patient receiving peritoneal dialysis. Credits: 5.0 contact hours.

Learning Objectives
• Discuss the causes and treatment of renal failure.
• Describe the process of peritoneal dialysis.
• Identify the complications of peritoneal dialysis and their management.

Preceptor Workshop
COURSE 1197004
6 hours
Audience: RNs
This one-day course is designed for RN clinical experts to gain knowledge, skills and behaviors necessary to execute the preceptor role. Credits: 6.0 contact hours.

Learning Objectives:
• Define preceptorship, its advantages and requirements.
• Discuss the role of an attitude of excellence in building a quality team member.
• Define primary roles of the preceptor and their significance
• Describe the components of the Preceptor role.
• Outline best practices for onboarding including schedule, challenges and endpoints.
Ventricular Assist Device: Heartware

**COURSE 154011**

2.5 hours  
**Audience:** RN/LPN

This course will discuss the identification and use of ventricular assist device; it will also describe the theory of operation of a ventricular assist device in relation to human physiology and define the mechanical operation of a VAD and the management/education of a patient post implantation.

**Learning Objectives:**
- Demonstrate care for a patient with a ventricular assist device.
- Demonstrate knowledge of Theory of operation of a ventricular assist device in relation to human physiology.
- Demonstrate knowledge of the mechanical operation of a VAD.
- Demonstrate the management/education of a patient.

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Adult Tracheostomy Care

**ONLINE 1257001**

This multimedia course covers all aspects of tracheostomy and tracheostomy care. It is interactive and navigable, so participants can focus on the aspects of tracheostomy care most pertinent to their needs. This course reviews the essential terms and anatomy for tracheostomy on the adult patient. It covers all different types of tracheostomy tubes and their accessories, as well as the best practices of routine tracheostomy care. It also covers tracheostomy complications and how to best handle them. At the end of the course, participants should feel more comfortable taking care of patients with tracheostomies, and be better prepared to prevent and handle tracheostomy-related complications. The target audience is clinical staff who would like more familiarity with tracheostomy care for adult patients. The course is appropriate for associates who are new to tracheostomy care as well as those who are comfortable with the care of tracheostomy patients, but would like to review some aspects of tracheostomy care.

Pediatric Tracheostomy Care

**ONLINE 1250002**

This is the main course in the *Pediatric Tracheostomy Care* series, which should be taken after the Pretest and before the Main Course Quiz. This series should be taken by clinical associates who directly interface with pediatric tracheostomy care patients.
Clinical Education
Life Support

**Clinical Education**

**Life Support**

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**Basic Life Support (BLS) - Instructor Led**

**COURSE 5660**

4 hours

*Please note, this is the full 4-hour class, NOT the skills validation.* This instructor led classroom-based course teaches both single-rescuer and team basic life support skills for application in both prehospital and in-facility environments, with a focus on high-quality CPR and team dynamics. In the Instructor-led course, students participate in simulated clinical scenarios and learning stations. Students work with an AHA BLS Instructor to complete BLS skills practice and skills testing. Students also complete a written exam.

Learning Objectives:
- Demonstrate BLS techniques for adults, children and infants.
- Provide effective ventilations by using a barrier device.
- Describe the importance of team dynamics in multi-rescuer resuscitation and perform as an effective team member during multi-rescuer CPR.

**Basic Life Support (BLS) Part 1: HeartCode**

**COURSE 979001**

2 hours

Heartcode uses a variety of eLearning modalities such as simulations, self-directed learning, and interactive activities, in order to teach learners BLS knowledge and skills for adult, child, and infant victims. You must achieve an 84% or higher in order to pass the written exam. Once the BLS Part 1 has been completed, students practice and test their skills with an AHA Instructor.

Learning Objectives:
- Demonstrate BLS techniques for adults, children and infants.
- Provide effective ventilations by using a barrier device.
- Describe the importance of team dynamics in multi-rescuer resuscitation and perform as an effective team member during multi-rescuer CPR.

**Basic Life Support (BLS) Part 2: Skills Validation**

**COURSE 243002**

2 hours

This is a skills validation class only, Heartcode BLS Part 1 must be completed prior to attending this session. No one will be admitted 15 minutes after the scheduled start time. Please wear comfortable clothing because you will be kneeling on the floor for some of the scenarios. Please also bring your BLS Part 1 completion certificate to the class to be collected.

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**Advanced Cardiovascular Life Support (ACLS) Initial Course**

**COURSE 5610**

14 hours (2 days)

This 2-day Instructor-led course is for healthcare professionals who have never taken ACLS before or who have allowed the certification to lapse. This classroom based course highlights the importance of team dynamics and communication, systems of care and immediate post-cardiac arrest care. It also covers airway management and related pharmacology. In this course, skills are taught in large, group sessions and small, group learning and testing stations where case-based scenarios are presented.

Learning Objectives:
- Acknowledge the importance of high performance team dynamics, communication, and systems of care.
- Recognize and Intervene during a cardiopulmonary arrest, immediate post-cardiac arrest, acute dysrhythmia, stroke, and acute coronary syndromes (ACS).

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Montefiore Health System is an American Heart Association (AHA) Training Center.

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Montefiore Learning Catalog 2020
Advanced Cardiovascular Life Support (ACLS) Recertification
COURSE 5620
1 Day/6 hours
This 1-day Instructor-led course is for healthcare professionals who have a current ACLS certification and are looking to refresh their skills. This classroom based course highlights the importance of team dynamics and communication, systems of care and immediate post-cardiac arrest care. It also covers airway management and related pharmacology. In this course, skills are taught in large, group sessions and small, group learning and testing stations where case-based scenarios are presented.

Learning Objectives:
• Acknowledge the importance of high performance team dynamics, communication, and systems of care.
• Recognize and Intervene during a cardiopulmonary arrest, immediate post-cardiac arrest, acute dysrhythmia, stroke, and acute coronary syndromes (ACS).

Advanced Cardiovascular Life Support (ACLS) Part 1: HeartCode
COURSE 979002
3 hours online and a 3-hour skill session
This is a skills validation class. Please wear comfortable clothing and bring your stethoscope. Prerequisites: Valid BLS certification, completion of ACLS Part 1 (bring completion certificate to class).

Learning Objectives:
• Acknowledge the importance of high performance team dynamics, communication, and systems of care.
• Recognize and Intervene during a cardiopulmonary arrest, immediate post-cardiac arrest, acute dysrhythmia, stroke, and acute coronary syndromes (ACS).

Advanced Cardiovascular Life Support (ACLS) Parts 2 & 3: Skills Validation
COURSE 214001
To be eligible for this course, you must have completed ACLS Part 1 and must have a current BLS certification. Once you complete Part 1, contact the Learning Network at LearningNetwork@montefiore.org to register for ACLS Skills Validation (ACLS Parts 2 & 3). Please include your EZID#/Username, your contact information, and the date of the class you wish to be registered for. If your current BLS information is not listed under your "Items Completed" section in the Talent Management Learning system, you will also need to send us a copy of your current BLS card. Please note this is a skills class, so dress in comfortable attire and bring your stethoscope.

Pediatric Advanced Life Support (PALS) Initial Course
COURSE 1285020
2 days/16 hours
This classroom, Instructor-led course is for healthcare professionals who have never taken PALS or who has let their certification lapse. The course uses a series of videos and simulated pediatric emergencies to reinforce the important concepts of a systematic approach to pediatric assessment, basic life support, PALS treatment algorithms, effective resuscitation, and team dynamics. The goal of the PALS Course is to improve the quality of care provided to seriously ill or injured children, resulting in improved outcomes.

Learning Objectives:
• Differentiate and intervene for respiratory distress and failure.
• Differentiate and intervene for compensated/decompensated shock.
• Differentiate and intervene for unstable/stable arrhythmias.
• Demonstrate post–cardiac arrest management
• Demonstrate high-quality child CPR AED and infant CPR.
Pediatric Advanced Life Support (PALS) Recertification COURSE 5820
8 hours
This classroom-based, instructor-led course is for healthcare professionals with a PALS certification that has not yet expired. This course uses a series of videos and simulated pediatric emergencies to reinforce the important concepts of a systematic approach to pediatric assessment, basic life support, PALS treatment algorithms, effective resuscitation, and team dynamics. The goal of the PALS Course is to improve the quality of care provided to seriously ill or injured children, resulting in improved outcomes.

Learning Objectives:
• Differentiate and intervene for respiratory distress and failure.
• Differentiate and intervene for compensated/decompensated shock.
• Differentiate and intervene for unstable/stable arrhythmias.
• Demonstrate post–cardiac arrest management
• Demonstrate high-quality child CPR AED and infant CPR.

Pediatric Advanced Life Support (PALS) Parts 2 & 3: Skills Validation COURSE 234001
3 hours
To be eligible for this course, you must have completed PALS Part 1 and must have a current BLS certification. Once you have completed PALS Part 1, contact the Learning Network at LearningNetwork@montefiore.org to register for PALS Skills Validation (PALS Parts 2 & 3). Please note this is a skills class, so dress in comfortable attire and bring your stethoscope.

Neonatal Resuscitation Program Part 1: Online Exam and Simulations COURSE 5800
4 hours
This course is designed for healthcare providers who either direct or participate in the resuscitation of a newborn. Course consists of an online curriculum followed by a hands-on simulation and skill validation within 30 days of online program completion.

Learning Objectives:
• Identify the newborn who requires positive pressure ventilation (PPV).
• Demonstrate correct technique for positive ventilation, including placement of mask on the newborn’s face, rate and pressure, and corrective actions (MR. SOPA) for ineffective PPV
• Demonstrate correct placement and interpretations of pulse oximetry.
• Recognize improvement during PPV by noting improvement in increasing heart rate, color, and oxygen saturation, muscle tone, and spontaneous breathing.
• Demonstrate pertinent key behavioral skills to optimize team performance.

Pediatric Advanced Life Support (PALS) Part 1: HeartCode COURSE 979003
3 hours online and 3-hour skill session
This is a skills validation class. Please wear comfortable clothing and bring your stethoscope. Prerequisites: Valid BLS certification, completion of PALS part #1 (bring completion certificate to class).

Learning Objectives:
• Differentiate and intervene for respiratory distress and failure.
• Differentiate and intervene for compensated/decompensated shock.
• Differentiate and intervene for unstable/stable arrhythmias.
• Demonstrate post–cardiac arrest management
• Demonstrate high-quality child CPR AED and infant CPR.

Neonatal Resuscitation Program Part 2: Skills COURSE 1196018
4 hours
This course is designed for healthcare providers who either direct or participate in the resuscitation of a newborn. Supervisor approval is required. After successfully completing the online portion, you must take a hands-on simulation within 90 days.
Leadership & Professional Development
The Learning Network offers development opportunities to meet the unique needs of leaders at all levels of the organization, including our largest group, professionals (individual contributors).
The six leadership imperatives are aligned to our mission, vision, values, and organizational goals. These imperatives define the knowledge and skills our professionals and leaders need to be successful today and in the future. Our learning programs are organized by leadership level and aligned to the imperatives.
Professional Level courses are appropriate for associates at all levels, including individual contributors.

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<th>IMPERATIVES/CAPABILITIES</th>
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 ➢ Presenting with Impact  
 ➢ Strengthening Your Partnerships |
| Drive Results / Achieve Outcomes                      | ➢ Continuous Process Improvement  
 ➢ Introduction to PDSA Process Improvement  
 ➢ Introduction to Project Management  
 ➢ Practical Application of Project Management Simulation |
| Transform the Future of Healthcare                    | ➢ Communicating with Empathy  
 ➢ Responding to Change |
| Engage the Team and Develop Talent                    | ➢ Getting the Most out of Mentoring  
 ➢ Taking Control of Your Engagement |
| Lead through Mission with Vision, Integrity and Ethics | ➢ Creating Inclusion by Addressing Micro-behaviors  
 ➢ Disrupting Everyday Bias  
 ➢ Emotional Intelligence in the Workplace |

**Academies:** Administrative Professionals Academy (Coming soon!)
Business Writing Workshop

COURSE 1196016
7 hours
Imperative: Build Effective Partnerships & Communication
In this workshop, you will work on perfecting “routine” emails, letters, and memos. We will cover how to select appropriate formats for letters, memos, and longer documents, including the most effective use of headings, lists, charts, and graphs. Finally, the workshop focuses on skills in editing for conciseness, clarity, style, and grammar.

Learning Objectives:
• Compose “routine” emails, letters, and memos.
• Select and set up appropriate formats for reports and proposals.
• Edit first drafts for clarity and grammatical correctness.

Communicating with Empathy

COURSE 1292004
2 hours
Imperative: Transform the Future of Healthcare
Throughout this two hour workshop, interactive activities encourage learners to experience things through the eyes of our patients. Based on best practices, the videos, small group exercises, skills practices, and participant feedback enable learners to experience firsthand how demonstrating authentic empathy positively impacts patients, family members, Montefiore and themselves.

Learning Objectives:
• Describe the impact a warm first impression has on others.
• Discover the effects of non-verbal vs. verbal communication.
• Define and exhibit empathy, and explain how it enhances interactions.
• Demonstrate the various levels of active listening.
• Apply an easy method to manage personal reactions under stress.
• Practice customer service skills in handling difficult interactions.

Performance Improvement (PI) Fellowship

COURSE 1165003
12 weeks
The Performance Improvement Fellowship is a 12-month intensive training program for clinicians, healthcare providers, administrators, and Montefiore associates. A key component of the program is leading and completing a structured improvement activity. This activity provides hands-on experience with the critical methods and tools in the field of improvement science. This includes, but is not limited to, the IHI (Institute for Healthcare Improvement) Model for Improvement, LEAN/TPS (Toyota Production System), and Six Sigma. Fellows are required to spend the majority of their dedicated time towards this activity while using skills learned throughout the year from the course assignments, workshops, and coaching sessions. Due to limited capacity, there is a nomination and application process for this program. Contact Kenay Johnson, kenjohns@montefiore.org, for more information.
Continuous Process Improvement

COURSE 1194001
7 hours

Imperative: Drive Results / Achieve Outcomes
Using a case study and highly interactive process improvement simulation, this course overviews process improvement step-by-step and provides participants with hands-on experience using a variety of lean six sigma tools. Upon completion of this program, attendees generally are ready to jump into a continuous improvement project.

Learning Objectives:
• Explain when to use PDSA rapid cycle improvement.
• Create a project charter.
• Identify the root cause of a problem.
• Create a problem statement.
• Create a “current state” process map and identify “waste.”
• Brainstorm a problem using a cause & effect (fishbone) diagram.
• Use a PICK chart to analyze solution options.

Creating Inclusion by Addressing Micro-behaviors

COURSE 1210001
4 hours

Imperative: Lead Through Mission with Vision, Integrity & Ethics
This course explores how micro-behaviors, subtle acts that are often overlooked, can leave some people feeling discounted (micro-inequities) while giving notable advantages to others (micro-advantages). We will explore ways to proactively address these micro-behaviors to build a culture of inclusion.

Learning Objectives:
• Identify common micro-inequities and micro-advantages to understand the impact these subtle behaviors have on your organization.
• Articulate the psychological effects of exclusion to understand the need for inclusion.
• Practice giving feedback when you observe micro-behaviors to promote inclusive behaviors.
• Create an action plan for addressing your own micro-behaviors and constructively responding to micro-behaviors you observe to create a culture of affirmation and inclusion.

Disrupting Everyday Bias

COURSE 1210002
4 hours

Imperative: Lead Through Mission with Vision, Integrity & Ethics
Disrupting Everyday Bias gives participants the skills to disrupt the impact of bias in their interactions, behaviors, and decision making at work.

Learning Objectives:
• Explain how bias functions and its impact on decision making.
• Examine how experiences and identities shape biases.
• Practice strategies to disrupt bias.

Effective Communication

COURSE 1196029
4 hours

Imperative: Build Effective Partnerships & Communication
This foundational course provides individuals with a powerful set of interaction skills that enables them to communicate more effectively with colleagues and clients and, in the process, build trust, strengthen partnerships, and achieve desired results. This course is a recommended prerequisite for many of the courses for Leaders of Others.

Learning Objectives:
• Utilize communication styles to more successfully relate to others.
• Use empathy and active listening in interactions to conduct more successful discussions.
• Employ a technique to provide specific and meaningful feedback for improved performance and increased productivity.
Emotional Intelligence in the Workplace

COURSE 1193005

4 hours

Imperative: Lead Through Mission with Vision, Integrity & Ethics

This is a foundational program on using emotional intelligence (EQ) to position yourself for personal, team, and organizational success.

Learning Objectives:
• List the four components of EQ and appreciate its importance in your role at work and in life.
• Discover your EQ strengths and growth opportunities.
• Use empathy and self-expression to effectively navigate difficult workplace situations and expand your options for success.
• Practice applying EQ to a real workplace situation and get feedback from peers to enhance your interactions.
• Create an individual action plan to implement EQ in your role at Montefiore and in your life.

Getting the Most out of Mentoring

COURSE 1294052

7 hours

Imperative: Engage the Team and Develop Talent

Successful completion of this course qualifies participants to obtain a mentor through the Montefiore Mentoring Program.

Learning Objectives:
• Explain why you are interested in obtaining a mentor and what you hope to get out of the experience.
• Reflect upon the time commitment required for mentoring and how you will fit it into your day.
• Learn about your personal strengths and how they can be leveraged for success.
• Use the Mentoring Portal to find a mentor that matches your interests and needs.

Introduction to PDSA Process Improvement

COURSE 1194002

1.5 hours

Imperative: Drive Results / Achieve Outcomes

This course is a close look at the PDSA (plan, do, study, and act) methodology of process improvement. After reviewing a Montefiore PDSA success story and discussing the methodology, the majority of the class time is spent working on a highly interactive simulation of PDSA in action.

Learning Objectives:
• Explain the meaning of each step in PDSA and its importance.
• Participate in a process improvement initiative using the PDSA approach.

Introduction to Project Management

COURSE 1294053

8 hours

Imperative: Drive Results / Achieve Outcomes

This program provides attendees with an orientation to project management by utilizing a practical and functional approach. Learners gain insight into how a project is properly defined, the various project roles, a systematic project management framework to follow as well as best practice tools and techniques to ensure project success. At the end of this program, attendees will be able to use a five-step project management framework to design a project.

Learning Objectives:
• Describe project management’s framework.
• Outline project management roles, responsibilities, and best practices.
• Create a goal statement and problem statement.
• Create a project charter.
• Draft a stakeholder register.
• Analyze the project life cycle.
• List and describe standard project management tools.
The following online courses are available to associates on the Learning Management System.

**Making Invisible Influencers Visible: An Introduction to Mitigating Unconscious Bias** ([ONLINE 1013001](#))
**Introduction to LGBTQ Patients** ([ONLINE 1085002](#))
**LGBTQ Healthcare for Clinicians** ([ONLINE 1085003](#))
**Working with Trans Youth** ([ONLINE 1085005](#))

In addition, the Healthcare Equality Index (HEI) offers Montefiore associates free Continuing Education training for LGBTQ patient-centered care. CE credits are available with some courses. Take advantage of these free courses and support our LGBTQ community.

- Go to [http://www.hrc.org/hei/hei-training-on-the-cal](http://www.hrc.org/hei/hei-training-on-the-cal)
- Sign In with your Montefiore email
- Security Keyword: HRC
- Montefiore’s HEI Facility ID Number: 55709

An Introduction to your LGBTQ Patients
**LGBTQ Patient-Centered Care: An Executive Briefing**
**Expanding LGBTQ Cultural Competency** – CME Credit available
**LGBTQ Healthcare for Clinicians** – CME Credit available
**Working with Trans Youth** – CME Credit available
**Working with Trans Adults**

For the most complete and up-to-date listing of courses, please visit the [Learning Management System](#).
Practical Application of Project Management Simulation  
**COURSE 1294054**  
4 hours  
*Imperative: Drive Results / Achieve Outcomes*  
This course provides attendees with the opportunity to refine their project management skills utilizing the tools and techniques covered in the *Introduction to Project Management* program in a controlled, simulated environment. Learners are tasked with completing a project life cycle and meeting established deliverables while keeping stakeholders satisfied.

Learning Objectives:  
• Explain the value of collaboration and team work.  
• Participate in a project using a project management framework and life cycle.  
• Negotiate project resources and deliverables.  
• Manage project issues, risks, time, project plans, and stakeholders.

Responding to Change  
**COURSE 1294078**  
4 hours  
*Imperative: Transform the Future of Healthcare*  
This course is designed to give associates an understanding of the process of change. They will learn how they respond to change and actions they can take to increase their resilience.

Learning Objectives:  
• Explain the emotional nature of change.  
• Explore how resistance to change affects you.  
• Define resilience to change.  
• List actions you can take to respond to change more effectively.

Presenting with Impact  
**COURSE 1196030**  
3 hours  
*Imperative: Build Effective Partnerships & Communication*  
Presentation skills are essential for successful professionals, whether they present from the front of the room, at the head of the table, or on a videoconference. This course helps you successfully manage your presence, information and audience so your credibility stays strong.

Learning Objectives:  
• Project a polished, professional manner.  
• Speak fluently and gesture naturally.  
• Quickly organize a presentation for greatest audience impact.  
• Engage with compelling visuals.  
• Handle questions and answers with ease.

Strengthening Your Partnerships  
**COURSE 1294048**  
4 hours  
*Imperative: Build Effective Partnerships & Communication*  
Partnerships, whether internal or external, are more important than ever in reaching organizational goals. Strong partnerships can mean achieving objectives, yet changing boundaries and responsibilities make it difficult to build and sustain partnerships. This course focuses on six checkpoints that help partners identify and focus on important issues and promote open communication.

Learning Objectives:  
• Identify six important areas of agreement—called partnership checkpoints—that are critical to a successful partnership.  
• Use these checkpoints as the basis for defining and agreeing on key aspects of what is to be accomplished and how the partners will work together.  
• Recognize common areas of misunderstanding in partnerships.  
• Create and apply measurement tools and methods to monitor progress and facilitate the exchange of feedback.
Taking Control of Your Engagement  
COURSE 1200002  
4 hours  

**Imperative: Engage the Team and Develop Talent**  

Taking Control of Your Engagement is a blended learning staff engagement program that equips individuals to assess, increase and sustain their engagement levels—maximizing both performance and satisfaction—so that we can build a vibrant workforce and reach our business goals.

Learning Objectives:

- Articulate what engagement is—and isn’t.
- Consider your own engagement level.
- Clarify the personal values and job conditions that influence your satisfaction at work.
- Align your interests and talents with the goals of the organization.
- Identify actions you can take to increase your satisfaction and contribution—to become more engaged.
Leader of Others (0-3 years) Level courses are appropriate for Leaders of Others (those who have direct reports), and recommended for leaders with less experience who may need to build more of the core leadership skills and capabilities.

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See also: [Physician as Leader Series](#)
Leadership & Professional Development
Leader of Others (0-3 years)

Behavioral Interviewing
**COURSE 1196031**
4 hours
*Imperative: Engage the Team and Develop Talent*
Selecting a candidate for an open position is one of the most important decisions leaders make. This course teaches a systematic approach that will help leaders confidently and objectively select the right candidates. Behavioral interviewing is based on the assumption that past behavior is the best predictor of future behavior. Participants will learn and practice this technique, receiving feedback from peers and the facilitator.

Learning Objectives:
- Identify behaviors that are key to success in a position on your team.
- Write behavioral interview questions based on those behaviors.
- Interview and assess candidates using the questions you created.

Building and Sustaining Trust
**COURSE 1196034**
4 hours
*Imperative: Build Effective Partnerships & Communication*
Leaders who demonstrate trust and trustworthiness inspire higher levels of performance and commitment to team and organizational success. This course introduces Trust Builders—actions leaders can take to build and sustain trusting relationships, as well as common Trust Breakers that can erode or quickly break trust. Applying these skills to build trusting relationships enables people to take risks, identify and solve problems, and collaborate to achieve business results.

Learning Objectives:
- Recognize how trust in the workplace affects business results.
- Demonstrate behaviors that show you trust others as well as give people the confidence to trust you.
- Enhance teamwork, collaboration and engagement by building and sustaining high-trust relationships.
- Repair relationships in which lack of trust is negatively affecting job performance and job satisfaction.

Coaching for Peak Performance
**COURSE 1193002**
6 hours
*Imperative: Engage the Team and Develop Talent*
Coaching is one of the most important drivers of team member performance. By helping learners understand the importance of three coaching techniques and how to effectively handle both proactive and reactive coaching discussions, this course helps leaders have more effective and efficient interactions. Upon registration, a brief online course will be assigned as pre-work for completion prior to the workshop. *Prerequisite: Interaction Essentials for Leaders (ONLINE 1143001) will be assigned after registration.*

Learning Objectives:
- Encourage people to take ownership of, and be accountable for, their work performance.
- Create a work environment where people are comfortable taking on the risks associated with new responsibilities.
- Boost morale, improve productivity, and increase profitability by coaching for peak performance in each person.
- Manage work performance issues in a fair, consistent manner.

Delegating with Purpose
**COURSE 1196032**
4 hours
*Imperative: Drive Results / Achieve Outcomes*
Delegating with purpose ensures that everyone on the team is doing work that contributes to results and, when possible, develops new skills and expertise. During this program, leaders identify aspects of delegating they are uncomfortable with, identify the tasks they need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion. *Prerequisite: Effective Communication.*

Learning Objectives:
- Achieve key business results by leveraging the entire team’s abilities.
- Build the team’s capabilities and capacity through developmental delegations.
- Free up time to focus on mission-critical responsibilities.
- Delegate with increased confidence.
Interested in sharpening your leadership skills? You can access these online, self-paced courses anytime...

**Achieve Collective Wins** ([ONLINE 1283006](#))
**Act on the Right Lessons** ([ONLINE 1283007](#))
**Aligning Development Goals with Business Goals** ([ONLINE 1283009](#))
**Become an Enterprise Contributor** ([ONLINE 1283032](#))
**Building Collaborative Relationships** ([ONLINE 1283010](#))
**Dealing with Negative Reactions to Performance Feedback** ([ONLINE 1283011](#))
**Development Plans that Don’t Collect Dust** ([ONLINE 1283012](#))
**Don’t Let Development Stall** ([ONLINE 1283013](#))
**Drive Network Learning in Your Team** ([ONLINE 1283014](#))
**Driving Employee Engagement Through Informal Feedback** ([ONLINE 1283034](#))
**Driving Employee Engagement Through Performance Reviews: Delivering Performance Reviews** ([ONLINE 1283041](#))
**Driving Enterprise Contribution** ([ONLINE 1283033](#))
**Driving Results Through Employee Development** ([ONLINE 1283015](#))
**Engage Your Support Network** ([ONLINE 1283016](#))
**Facilitating Upward Feedback** ([ONLINE 1283017](#))
**Help Your Employees Prioritize Their Work** ([ONLINE 1283037](#))
**Identifying the Root Causes of Performance Issues** ([ONLINE 1283018](#))
**Is Management Right for Me?** ([ONLINE 1283019](#))
**Leverage Your Strengths and Avoid Derailing Behaviors** ([ONLINE 1283020](#))
**Leveraging Awareness in the Workplace** ([ONLINE 1283021](#))
**Making the Right (Peer) Connections** ([ONLINE 1283023](#))
**Making Training Stick** ([ONLINE 1283024](#))
**Managing Difficult Line Conversations** ([ONLINE 1283026](#))
**Peer Feedback with Impact** ([ONLINE 1283038](#))
**Prepare for Your Transition** ([ONLINE 1283027](#))
**Select the Right On-the-Job Learning** ([ONLINE 1283028](#))
**Taking Ownership of Engagement** ([ONLINE 1283039](#))
**Using Influence in the Workplace** ([ONLINE 1283029](#))
**Why Should I Care About Employee Engagement?** ([ONLINE 1283040](#))

For the most complete and up-to-date listing of courses, please visit the Learning Management System.
Managing in a Unionized Environment
COURSE 1204002
7 hours
*Imperative: Manage with Effective Business Skills and Principles*
This interactive and case study driven program is focused on the aspects of labor relations every Montefiore leader needs to know. The first half of the program is focused on the relationship building skills needed to thrive in a unionized work environment. Specifically, this program discusses how managers can explore mutual interests, be assertive and confident, and yet not be antagonistic toward local union representatives. The second half of the program focuses on the labor law regulations leaders need to know, including recent changes such as ESTA.

Learning Objectives:
- Outline the key labor relations practices at Montefiore that affect you as a leader.
- Explain the importance of a collaborative relationship with union organizers and delegates.
- Articulate, at a high level, the union contract’s main provisions.
- State what is expected of you as a leader and when to involve your HR business partner or Labor Relations.
- Provide a workplace free of harassment and other hostile behavior.

New Leader Orientation
*Imperative: Transform the Future of Healthcare*
See Orientations, page 10.

Performance Management 24/7
COURSE 1193001
7 hours
*Imperative: Manage with Effective Business Skills and Principles*
This course introduces leaders to a systematic approach to managing the performance of individuals and teams. The program focuses on best practices related to setting clear performance expectations, monitoring associate performance, providing real-time constructive feedback, and holding associates accountable for the completion of tasks and their behavior. Although the course is focused on positive reinforcement techniques, Montefiore’s disciplinary action process is covered. A significant portion of the class is dedicated to the writing and effective delivery of the associate performance appraisal. *Prerequisite: Effective Communication.*

Learning Objectives:
- Set clear, high expectations for staff members.
- Proactively provide specific positive and needs improvement feedback to associates.
- Recognize performance “gray areas” and hold staff accountable for inappropriate behavior.
- Provide a written performance appraisal that is clear, concise, specific, detailed and constructive.
- Differentiate between performance that is “underperforming,” “achieving,” and “exceeding."
- Follow the Montefiore disciplinary action process for both union and non-union associates.

Workplace Conflict
COURSE 1196033
4 hours
*Imperative: Build Effective Partnerships & Communication*
While conflict can lead to discoveries such as new ideas and innovative breakthroughs, it can, if allowed to escalate, result in damage to critical working relationships. This course teaches leaders how to recognize the signs of escalating conflict and take appropriate action to minimize damage. Leaders are introduced to two resolution tactics—coach and mediate—as they coach then mediate to resolve a conflict. *Prerequisite: Effective Communication.*

Learning Objectives:
- Reduce the damaging effects of workplace conflict on individuals, groups, and the organization.
- Effectively address workplace conflict and enhance productivity, efficiency, and morale.
- Help others take responsibility for resolving their own conflicts.
- Promote a culture of trust and mutual respect within their work group.
**Leader of Others (3+ years)** Level courses are appropriate for Leaders of Others (those who have direct reports), and recommended for leaders with more leadership experience who want to advance their leadership skills and capabilities.

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**Academies:** Nurse Manager Academy
Leadership & Professional Development
Leader of Others (3+ years)

The Engagement Equation
COURSE 1200003
7 hours
*Imperative: Engage the Team and Develop Talent*
The Engagement Equation is an introduction to employee engagement: why employee engagement matters to the manager, to the individuals, and to the company. With or without survey results, this introduction to employee engagement enables managers to confidently initiate conversations with each individual staff member to discover what drives his or her personal engagement.

Learning Objectives:
• Explain what engagement is and why workforce engagement matters.
• List the factors that impact individual engagement and clarify your own role as a manager in fostering high engagement.
• Identify actions for taking control of your own engagement.
• Identify actions you can take to establish trust, build confidence and unleash the potential of your team.
• Through reflection and peer consulting, prepare for a detailed engagement discussion with at least one employee.
• Develop the skills and confidence to establish individualized engagement partnerships with every person on your team.

Executing Strategy at the Front Line
COURSE 1294047
4 hours
*Imperative: Drive Results/Achieve Outcomes*
In order to achieve their business strategies, organizations count on leaders at the frontline to understand and execute the top priorities for their team. In this course, leaders will learn the three key elements of executing strategy at the front line—Focus, Measurement, and Accountability. They learn how to focus on the few most critical priorities, to measure progress toward the accomplishment of these priorities, and to hold themselves and their team members accountable against the metrics.

Learning Objectives:
• Maintain focus on important work in the midst of the daily pressure of business.
• Explain the importance of critical work to your team and others.
• Track progress and outcomes against relevant measures to ensure successful execution.
• Communicate accountabilities so that team members understand the importance, impact, and expectations regarding priority work.

Influencing for Organizational Impact
COURSE 1196039
4 hours
*Imperative: Build Effective Partnerships & Communication*
Today cross functional teams are required to accomplish business objectives. The challenge is that leaders need to get things done through influence instead of position power, as they often don’t have authority over their colleagues. Here leaders learn how to create an influence strategy that clearly links their ideas and recommendations to changes that will have a positive impact on individual, team, and organizational performance.

Learning Objectives:
• Identify and assess influence opportunities and choose strategies to achieve business results.
• Leverage your personal power to move people to take action on those ideas and opportunities that will have the greatest impact on organizational priorities.
• Assess the people you need to influence so you can change or reinforce their perceptions and gain their commitment.
Managing Through Change  
**COURSE 1294049**  
4 hours  
*Imperative: Transform the Future of Healthcare*  
This course is designed to give managers an understanding of the unique and important role that they play in guiding themselves and their associates through the change process. They will leave with insights about engaging their associates and teams during change and will be given practical tools to communicate and manage change.

**Learning Objectives:**  
- Use your experience as a manager to inspire change.  
- Consider the impact of your own emotions/behaviors during change.  
- Utilize a model to guide you and your team during change.  
- Use tools to manage your team through change.

Making High Quality Decisions  
**COURSE 1209001**  
4 hours  
*Imperative: Manage with Effective Business Skills and Principles*  
Sound decision-making in today’s tough healthcare environment demands much more than just coming up with or picking the best alternative or option. It requires analyzing potential problems or opportunities and making sound judgments based on data and analysis. Using an engaging simulation, this course teaches a logical decision-making process that addresses the critical elements that result in high-quality business decisions. Participants will develop the skills and confidence to generate options and compare them to important decision criteria, and to select the best course of action.

**Learning Objectives:**  
- Make business decisions more effectively and confidently.  
- Avoid obstacles to objective analysis and judgments.  
- Involve the right people at the right time in the decision-making process.  
- Gain the help and support needed to make high-quality decisions and to implement them.

Mastering Emotional Intelligence (EQ)  
**COURSE 1193004**  
6 hours  
*Imperative: Lead Through Mission with Vision, Integrity & Ethics*  
Effective leadership requires not only technical knowledge and skills. To be an effective leader requires advanced awareness and use of emotional intelligence. This program is designed for leaders who want to establish a productive culture of trust and influence others to follow your lead.

**Learning Objectives:**  
- Describe how emotional intelligence (EQ) affects business results.  
- Recognize the five elements of EQ and learn skills to strengthen each one.  
- Analyze your own EQ and the impact of your skill level on those around you.  
- Explain how emotional hijacking interferes with values and outcomes.  
- Identify your emotional triggers and apply techniques so you can respond effectively rather than react inappropriately.

Mentoring at Montefiore  
**COURSE 1294084**  
7 hours  
*Imperative: Engage the Team and Develop Talent*  
Mentoring others is a key component of developing leadership skills and abilities. As part of Montefiore’s commitment to developing leaders at all levels, associates can volunteer to be a mentor and learn how to successfully mentor others at Montefiore. Successful completion of this course qualifies participants to be Mentors in the Mentoring Program.

**Learning Objectives:**  
- Define mentoring and the role expectations for mentors and mentees.  
- Outline the process of mentoring.  
- Apply emotional intelligence, effective communication, and feedback to the mentoring process.  
- Use the Mentoring Portal as a resource throughout the mentoring process.
Leaders of Leaders Level courses are appropriate for those who have other leaders reporting to them.

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Academies: [Physician Leadership Academy](#)
Coaching Practices for Leaders  
COURSE 1193003  
7.5 hours  
*Imperative: Engage the Team and Develop Talent*  
Research shows that organizations that establish a coaching culture see increases in associate engagement and performance, retention of the best performers and greater accountability at all levels. *Coaching Practices for Leaders* provides executives with the skills to coach leaders that report to them in a way that develops capabilities, builds accountability, and drives productivity. Using a coaching style develops others and enables them to act more independently, builds their confidence and motivates them to think and act on their own.

**Learning Objectives:**
- Link key business objectives to effective use of a coaching style of leadership.
- Apply coaching practices to conduct successful conversations on issues related to individual and team performance.
- Integrate effective feedback to create a trusting work environment to drive a coaching culture.

Developing Organizational Talent  
COURSE 1294046  
5 hours  
*Imperative: Engage the Team and Develop Talent*  
Leaders play a key role in accelerating the growth of their teams, which results in more leaders and staff who are prepared to deliver on critical business imperatives. In this workshop, leaders learn to define the current state of team development as well as the ideal future state, pinpointing team and individual strengths and growth needs. They also learn how to identify and develop high potentials for future leadership roles, assess the impact and effectiveness of development efforts, and provide feedback.

**Learning Objectives:**
- Identify your team’s development needs as they relate to achieving current and future business priorities.
- Describe your role as the experienced leader in developing direct reports.
- Recognize how to achieve the highest pay-off for your efforts in developing others.
- Use a three-phase process—Assess, Acquire, Apply—to help individuals identify strengths and growth areas, plan development strategies, and acquire and apply new or enhanced knowledge, skills, and experience.
- Measure and provide feedback on the effectiveness and impact of development efforts on the individual, team, and organization.

Engagement Practices for Leaders*  
COURSE 1200001  
8 hours  
*Imperative: Engage the Team and Develop Talent*  
Throughout this course, leaders work on their own strategic business challenges. At the end of the working session they will have a detailed strategy for “being themselves—more—with skill” to excite exceptional performance of their teams and colleagues. Since they will have practiced and fine-tuned the application of that strategy to their business challenges, the impact on the job is immediate.

**Learning Objectives:**
- Articulate what leadership means in the current healthcare environment and why it’s critical to organizational success.
- Assess the needs of followers and adapt appropriate leadership approaches to engage them.
- Deploy personal values, strengths and even weaknesses to maximize their effectiveness as leaders.
- Size up situations and adapt leadership behavior without losing one’s unique differentiators to drive results.
- Develop a concrete plan to apply these concepts to a current leadership challenge.

*Please contact the Learning Network for more information.*
Instilling a Culture of Innovation

**COURSE 1196040**

**4 hours**

*Imperative: Transform the Future of Healthcare*

The pressure to find innovative solutions that result in competitive differentiation is tremendous. Leaders have to push their thinking and approach to meet these new requirements. Leaders do not need to be highly creative to drive a culture of innovation. In this course, we train leaders to use techniques that support innovation. By gaining experience with these techniques in an engaging classroom setting, leaders become equipped to model ideal conditions for innovation—and be a keeper of the culture that inspires and rewards their teams.

**Learning Objectives:**
- Apply leadership actions that minimize the challenges to creating an innovative environment.
- Recognize your role as a leader in building and sustaining the conditions for innovation.
- Make and measure 30-day commitments to hold yourself accountable for instilling this culture.

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Translating Strategy into Results

**COURSE 1196043**

**8 hours**

*Imperative: Drive Results / Achieve Outcomes*

Organizations are looking for leaders who can implement strategy from the middle. They need to identify execution priorities and manage their time to ensure execution and sustainability. In this program, leaders learn actions they can take to engage themselves and their team in executing priorities and overcoming the challenges that interfere with effective strategy realization.

**Learning Objectives:**
- Outline the essential elements required to successfully implement strategy.
- Utilize strategies to overcome the challenges that interfere with implementing strategy.
- Engage your team in executing strategy.
- Develop a plan to sustain execution in the long term.

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Leading Change

**COURSE 1294083**

**7 hours**

*Imperative: Transform the Future of Healthcare*

The purpose of this course is to provide executives with the best practices in change management. They will leave with an understanding of their role as a leader of change including being an effective sponsor and influencer.

**Learning Objectives:**
- Summarize change management best practices.
- Explain the importance of being a sponsor and an executive champion to inspire change.
- Use influence skills to build coalitions.

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COMING SOON:
EXECUTIVE SERIES

**Executive Learning Series**

The Executive Learning Series is designed to help executives enhance their leadership and business skills. These quarterly learning events are open to all VPs and will feature educators from the healthcare industry, academia, and the American College of Healthcare Executives. These events will be more than lectures; they will be interactive, with clear take-aways for the participants and clear benefits for the health system. For more information, contact Brian Lownds at blownds@montefiore.org.
The Physician as Leader series of courses and workshops is designed to help physicians enhance their leadership and business skills as leaders of the care team.

Objectives for the program include:
• Developing leadership skills to lead and coordinate the efforts of the care team
• Gaining coaching skills to support and develop residents and other care team members
• Developing interpersonal skills to enhance collaboration with other members of the care team
• Learning continuous improvement methods to ensure patient safety and care quality

Physician as Leader is a set of elective courses, allowing physicians to choose courses that fit their interests and their schedule. The courses build skills that will help them be more effective in their role and can also be beneficial to prepare for future leadership roles. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.

Coaching and Mentoring for Physicians
COURSE 1294006
8 hours
Research has shown that coaching and mentoring skills are important for ensuring doctors deliver safe, effective, and efficient care. During the course, you will learn best practices to achieve a successful coaching and mentor/mentee relationships through exercises and role playing.

Learning Objectives:
• Distinguish between coaching and mentoring.
• Recognize the appropriate style in the moment to maximize learning.
• Ask the right questions to promote growth and provide guidance regarding professional goals and issues.

Effective Project Planning for Physicians
COURSE 1294007
8 hours
This program provides physicians with an orientation to project management using practical and functional approach. Learners gain insight into how a project is properly defined, the various project roles, a systematic project management framework to follow, and best practice tools and techniques to ensure project success. At the end of this program attendees will be able to effectively initiate and plan a project.

Learning Objectives:
• Assess your own communication style.
• Analyze the communication style of your colleagues.
• Develop strategies to make authentic connections with others.
• Learn tactics to navigate challenging conversations.

Communication Skills for Physicians
COURSE 1291038
6 hours
This course provides you with a powerful set of interaction skills that enables you to communicate more effectively with colleagues and students and, in the process, build trust, strengthen partnerships, and achieve desired results. (This course does not include specific content on communicating with patients.)
Introduction to Safety, Quality, and Continuous Improvement Methods for Physicians
COURSE 1295001
8 hours
As leaders of the care team, physicians are critical in ensuring and advancing the quality of care. The session, facilitated by members of the Network Performance Group, will prepare you to be an effective member of a performance improvement team and introduce resources to support your journey toward leading safety and quality initiatives.

Learning Objectives:
• Explore the components of the Model for Improvement.
• Apply systems thinking.
• Use data for decision making.
• Explain quality ratings such as LeapFrog and their financial impact.
• Apply tools and techniques for leading a quality project.

Mastering Emotional Intelligence (EQ) for Physicians
COURSE 1294005
6 hours
Effective leadership requires not only technical knowledge and skills, but also advanced awareness and use of emotional intelligence (EQ). Mastering Emotional Intelligence provides you with the opportunity to assess your own EQ and the impact you may be having on those around you.

Learning Objectives:
• Describe how emotional intelligence (EQ) affects results.
• Explain how emotional hijacking interferes with values and outcomes.
• Recognize the elements of EQ and learn skills to strengthen each one.
• Analyze their own EQ and the impact of their skill level on those around them.
• Identify their emotional triggers and apply techniques so they can respond effectively.

Overview of Revenue and Reimbursement for Physicians
COURSE 1294024
4 hours
This course provides physicians with an overview of how Medicare, Medicaid, and the hospital’s payer mix impact its financial performance. Learners will gain insight into value-based payments; including the increased relevance of MIPS. Physicians will be equipped with the tools to understand how revenue is captured via coding.

Learning Objectives:
• Explore the factors that drive revenue, and the future of reimbursement.
• Discuss the nature of value-based payments.
• Develop strategies to capture revenue and maximize reimbursement.

Team Leadership for Physicians
COURSE 1291036
8 hours
Physicians will gain understanding of the impact they have as leaders of the care team and how to be effective using influence and collaboration skills. Through a series of exercises, they will learn strategies to build effective teamwork and results.

Learning Objectives:
• Explore team dynamics.
• Assess your own leadership style.
• Apply collaboration and influence skills to effectively work with colleagues across disciplines.
Physician Leadership Academy
Meeting the challenges facing Montefiore Health System today requires not just great teams and clinical practices, but great clinical and healthcare administrative leaders that build on our exemplary clinical knowledge and practice experience. However, few medical programs make a significant effort to prepare physicians to take on leadership roles. The Physician Leadership Academy was designed to provide our physician leaders with the leadership and business skills critical in today’s dynamic healthcare environment.

Through a variety of programs and experiences, we are committed to preparing physician leaders for greater successes and an enhanced work experience at all organizational levels. The Physician Leadership Program is a dynamic and interactive leadership journey that emphasizes leadership development across three domains:

• Gaining self-knowledge and developing an authentic, transformational leadership style
• Developing the business skills to lead in the new world of healthcare
• Building effective partnerships and long-lasting relationships throughout Montefiore Health System

This program convenes physician leaders together with an interdisciplinary faculty team for 24 months. Through in-person learning sessions, case studies, real-time projects, coaching, mentoring, and discussions, physician leaders will acquire the understanding, insight, and definitive skillsets required to successfully lead within the constantly changing healthcare landscape. The program requires nomination from your Department Chair or VP and is limited to 30 physician leaders per cohort. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.
Nurse Manager Academy
Nurse Managers are pivotal in ensuring quality care, as well as the development, retention, and level of engagement of the staff, and overall unit productivity. This includes taking responsibility for identifying problems and areas of waste, devising and implementing plans for improvement, tracking improvement over time, and making necessary adjustments to realize established goals. To be successful, nurse managers must possess administrative confidence, business and financial skills, broad clinical expertise and a thorough understanding of leadership principles.

This program provides the leadership and business skills that nurse managers need to thrive in their role. The content of the program is aligned to both the Montefiore business imperatives and the AONE nurse manager competencies. Nurse leaders will leave the program with:
• An authentic leadership style to maximize team performance and engagement
• Tools and frameworks to enhance patient care
• Skills to navigate challenging conversations and hold staff accountable
• Understanding of the healthcare landscape and skills to guide the team through change
• Business skills to maximize the financial performance of the unit without sacrificing care quality
• Relationship skills to influence others and advocate for the nursing staff

This program is delivered in a cohort format, allowing the nurse managers to share best practices and develop a peer support network. The program and requires nomination from your Vice President. For more information contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787.

Administrative Professionals Academy
The Administrative Professionals Academy will provide professional development opportunities for unit secretaries, administrative assistants, executive assistants and other administrative professionals at all levels. More information to come.
Compliance, Regulatory & Safety
### Montefiore Crisis Management Online

*Audience: Associates at all levels who interface with patients and family members*

**ONLINE 181002**

1 hour

All Montefiore associates who interface with patients and their family members have the potential to encounter individuals in crisis. This course will cover verbal and nonverbal techniques that can be used to manage crises in hospital and outpatient settings.

**Learning Objectives:**
- Identify the stages of behavioral escalation and appropriate interventions.
- Discuss nonverbal techniques for maintaining a safe environment.
- Identify appropriate verbal interventions for someone who is escalating verbally and match the appropriate verbal intervention to the presenting problem.
- Explain precipitating factors that could affect the likelihood of crisis escalation and the need for staff to depersonalize when working with an escalating individual and how both patient and staff response can influence outcome.
- Explain how “fight or flight” behaviors from staff and patients can affect the success of a crisis intervention.
- Identify the need for debriefing with all staff involved in a crisis to learn how to manage crises most effectively and in the safest way possible for staff, patients, and their families.

### Montefiore Crisis Management Initial Training

*Audience: Required for new associates in Security and Inpatient Psychiatry*

**COURSE 1262001**

7.5 hours

This course, intended for associates in the highest risk areas or positions, will cover verbal and nonverbal techniques that can be used to manage crises in hospital and outpatient settings. Learners will practice these techniques and will also learn physical techniques for ensuring the safety of themselves and others.

**Learning Objectives:**
- Learners will complete eLearning course as a prerequisite and will master its objectives, plus
  - Given a potential crisis scenario, demonstrate appropriate verbal and nonverbal de-escalation techniques.
  - Demonstrate personal safety techniques, including blocking punches, kicks, grabs, chokes, and bites.
  - Demonstrate techniques for protecting others, including wraps, removals, and control positions.
  - Explain how and why to conduct a post-incident debrief.

**Prerequisite:** Montefiore Crisis Management Online (**ONLINE 181002**)

### Montefiore Crisis Management Refresher

*Audience: Required annually for all associates in Security and Inpatient Psychiatry*

**COURSE 1262002**

4 hours

The training will ensure knowledge is current and provide opportunities to practice the skills taught in Montefiore Crisis Management.

**Prerequisite:** Montefiore Crisis Management Online (**ONLINE 181002**)

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**SEXUAL HARASSMENT TRAINING REQUIREMENT**

New York State and New York City laws mandate annual sexual harassment prevention training for all employees. Montefiore will assign this training to associates in 2020. It will be online and will be accessed and tracked on the Learning Management System. The Learning Network can also recommend additional sexual harassment training solutions for individuals or departments based on request. Contact us at LearningNetwork@montefiore.org or 718-920-8787.
Following is a partial list of frequently assigned compliance, regulatory, and safety courses. These courses are generally assigned by role. Associates with questions about training requirements should contact their managers. For the most complete and up-to-date listing of courses, please visit the Learning Management System.

- **Basic Dysrhythmia (BDR) Annual Review Exam for PCTs/CCTs/PCAs (ONLINE 983001)**, for RNs and LPNs (ONLINE 983002)
- **Care of the Bariatric Patient Course 1: Understanding our Patients Fostering Culture of Sensitivity (ONLINE 1152001)**
- **Care of the Bariatric Patient Course 2: Transfer and Mobilization (ONLINE 1161001)**
- **Care of the Bariatric Patient Course 3: Complications of Bariatric Surgery (ONLINE 1164001)**
- **Cleaning Process of Instruments and Medical Equipment (ONLINE 201002)**
- **Clinical Institute Withdrawal Assessment for Alcohol (CIWA-Ar) (ONLINE 753003)**
- **Constant Observation: Creating a Safe Environment for Patients & Staff (ONLINE 706004)**
- **Deep Sedation/ Analgesia at MMC (ONLINE 210)**
- **Developmentally Appropriate Care of the Adult Patient (ONLINE 1960)**
- **Developmentally Appropriate Care of the Pediatric Patient (ONLINE 1970)**
- **Disinfection Process of Instruments and Medical Equipment (ONLINE 202002)**
- **Dysphagia Screening (ONLINE 7035)**
- **Emergency Medical Treatment & Active Labor Act (EMTALA) (ONLINE 698002)**
- **FACTS Exam (ONLINE 118001)**
- **First, Do No Harm (FDNH) 1: Introduction to Patient Safety (ONLINE 300)**
- **First, Do No Harm (FDNH) 2: Retained Guidewires (ONLINE 290)**
- **Financial Aid Assistance Program (ONLINE 264001)**
- **General Radiation Safety (ONLINE 698001)**
- **Glucose Monitoring (ONLINE 310)**
- **Hazard Communication (ONLINE 7089)**
- **Healthcare Fraud, Waste and Abuse & General Compliance (ONLINE 753002)**
- **HIPAA Refresher Training (ONLINE 1135001)**
- **I Can Spot A Stroke F.A.S.T (ONLINE 1107001)**
- **Identifying and Assessing Victims of Abuse and Neglect (ONLINE 844010)**
- **Identifying and Assessing Victims of Child Abuse and Neglect (ONLINE 844019)**
- **The Importance of the National Institute of Health Stroke Scales (ONLINE 1048003)**
- **The New York State CARE Act (ONLINE 731001)**
- **New York State Mandated Prescriber Education Montefiore Attestation (ONLINE 724001)**
- **OSHA Training (ONLINE 125004)**
- **Pain Management (ONLINE 423001)**
- **Phishing Security Awareness Exercise (ONLINE 1151001)**
- **Research Billing Compliance (ONLINE 2500)**
- **Sedation for Monitoring Personnel (ONLINE 157007)**
- **Sepsis (ONLINE 1220001)**
- **Working Safely in MRI Basic (ONLINE 213002) Advanced (ONLINE 213001) Specialty (ONLINE 141001)**
- **Zoll X Series (see Learning Management System)**
The purpose of the Annual Review is to reorient associates to Montefiore, refreshing their knowledge in key topic areas. The Annual Review also provides a way to demonstrate to The Joint Commission and other regulatory bodies that associates have been made aware of specific policies that affect patient care.

The Annual Review is accessible via the Learning Management System (LMS). Associates must pass the exam with a score of 80% or higher in order to get credit for completing the Annual Review, and completion records are monitored electronically.

The Annual Review is required of all Montefiore associates annually. One exception is that associates hired in the current calendar year receive similar information as part of New Associate Orientation (NAO) and therefore do not need to complete the Annual Review online. In addition, providers are sent the Provider version and therefore do not need to complete the Annual Review in the Learning Management System.

There are four versions of the Annual Review. Associates and their managers should ensure that each associate completes the applicable version.
  • Clinical Annual Review
  • Non-clinical Annual Review
  • Home Health Clinical Annual Review
  • Home Health Non-clinical Annual Review

The length of time to complete the Annual Review will vary depending on the associate’s familiarity with the material and which version the associate is required to complete.
Technology
Technology
Microsoft Office

Our new Microsoft 365 Training Site is a convenient way for you to access on-the-demand training for the Microsoft applications you use every day.

Click here to find short videos and step-by-step guides to help you complete specific tasks. You can also elect to complete the full learning path for any application.

Microsoft Excel Level I
COURSE 1196001
6 hours
Professional Level—Appropriate for associates at all levels, including individual contributors
This course provides a basic introduction to Microsoft Excel, intended for individuals who are new to Excel. Students should have basic computer literacy, including the ability to navigate in a Windows desktop environment, and the ability to use a mouse.

Topics include:
• Excel essentials
• Modifying a workbook
• Managing the worksheet
• Formatting the worksheet

Microsoft Excel Level II
COURSE 1196002
6 hours
Professional Level—Appropriate for associates at all levels, including individual contributors
This course provides an intermediate level of instruction in Microsoft Excel, intended for individuals who have a basic understanding of Microsoft Excel but want to go deeper. Prerequisite: Completion of Microsoft Excel Level 1 or mastery of the Course Objectives.

Topics include:
• Using multiple worksheets and workbooks
• Charting
• Advanced functions

Microsoft Excel Level III
COURSE 1196003
6 hours
Professional Level—Appropriate for associates at all levels, including individual contributors
This course provides instruction for experienced Microsoft Excel users who want to use this tool more powerfully and efficiently. Students will learn to automate some common Excel tasks and apply advanced analysis techniques to more complex situations. Prerequisite: Completion of Microsoft Excel Level 2.

Topics include:
• Working with lists
• Working with macros and user-defined functions
• Using basic analysis tools

Instructor-led training on all Microsoft Office applications is available to departments upon request. Fees apply. Please contact the Learning Network at LearningNetwork@montefiore.org or 718-920-8787 for more information. Also see information about online training and resources on the following page.
SAP HCM Hands-on Training Class Level I

**COURSE SAPHCM_class**

3.5 hours

*Leader of Others Level—Appropriate for Leaders of Others (those who have direct reports)*

For new users, this half-day, instructor-led, hands-on, training course provides an overview of SAP HCM Manager Self-Service including:

- Table of Organization and Enterprise Structure
- Automated Workflow
- Position Control actions
- Personnel actions
- Reviewer/Approver
- Manager Reports
- End-user Support

SAP HCM Hands-on Training Class Level II

**COURSE SAPHCM_class2**

3.5 hours

*Leader of Others Level—Appropriate for Leaders of Others (those who have direct reports)*

For experienced users, this half-day, instructor-led, hands-on training course builds on the information covered in the Level I course. Topics include:

- Request to Fill: New Position
- Change/Reclassify: Union & Non-Union Positions
- Per Diem Positions: Do’s & Don’ts
- Future-dated Actions: Position Overlap
- Transfer Process: How It Works
- Salary Change: Temporary Salary Adjustments
- Termination: Retirees, LOA
- Forms: Recommended Attachments
- Tips: Process Browser & Work Overview
- Reporting: Tools & Techniques

Utilizing Press Ganey to Drive Results

**COURSE 7021**

2 hours

*Audience: Nursing managers, site administrators, clinical directors, and anyone responsible for patient satisfaction data*

In this course you will learn how to access and interpret patient satisfaction data from the Press Ganey website.

Learning Objectives:

- Navigate the Press Ganey website.
- Access and interpret your patient satisfaction scores and patient comments.
- Produce reports, graphs and presentations.
- Access process improvement solutions.
- Explain HCAHPS data and its importance to Montefiore.
- Use data to initiate process improvement.

ONLINE BUSINESS APPLICATIONS COURSES

**EZ Time Version 8**

**ONLINE 575003**

This demonstration is designed to assist and prepare you to navigate and understand the new functionalities. Our demonstration combines lecture and a hands-on exercise. It also provides end-users with a well-rounded foundation in the day-to-day activities required to accurately track your associates’ schedules, time and attendance.

**SAP HCM for New Users**

**ONLINE SAPHCM_NewUser**

1 hour

This online course provides an overview of SAP HCM Manager Self-Service including:

- Table of Organization and Enterprise Structure
- Automated Workflow
- Position Control actions
- Personnel actions
- Reviewer/Approver
- Manager Reports
- End-user Support

For the most complete and up-to-date listing of courses, please visit the Learning Management System.
Overview
Epic is Montefiore’s integrated Electronic Health Record (EHR) system, used for patient registration and scheduling, clinical documentation and communication, billing and other business related functions.

How to Prepare for Training
Many classes have prerequisites. You must fulfill all prerequisites for a class before attending that class. For a list of classes, prerequisites and offerings, see the MIT Montefiore Epic Course Catalog on the Montefiore Intranet under the Epic@Montefiore area. Training documentation, called Application Training Curriculum, is also available for you to download from the Montefiore Intranet under the Epic@Montefiore area.

When Are Classes Offered?
Our MIT Epic training schedule is published on the Epic@Montefiore intranet in the MIT Epic Training Schedules area and can be downloaded using the Adobe Read DC; PDF format. Most training classes are offered at least once every six to eight weeks.

Cancellations and Travel Delays
It is important we are informed as soon as possible if a trainee will not be able to attend a training session they are registered for. Send all cancellations to Epic’s Training Coordinator at Epic Training Department EpicTrainingDept@montefiore.org. In general, Epic does not close due to bad weather. If trainees can safely travel to and from Montefiore Westchester Square Training Center, they should make every attempt to do so. Trainees should use their best judgment with personal safety in mind. When a substantial amount of class is missed due to weather-related issues, the trainee should plan to re-attend the class at a later time. Work with your Operational Management team, if needed, to make plans.

Where is Training Held?
Most training sessions are held in Epic’s state-of-the-art training center:

Montefiore Westchester Square Training Center
2475 St. Raymond’s Avenue
Bronx, NY 10461

Phone: 718-430-7500
Email: EpicTrainingDept@montefiore.org

Additional training sessions may be in the form of virtual training, webcasts and eLearning.

What to Expect During Training
Montefiore’s MIT Epic’s classes are designed to teach the standard current functionality within each Epic software application. Although our product training is detailed, most lessons assume trainees have no prior experience using the applications. Trainees who are new to Epic’s products will be immersed in the application, but do not need prior knowledge of Epic’s applications before starting training. Trainees who are more experienced with Epic's products will find that their experience will help them gain a deeper understanding of the application and specific Montefiore’s workflows. Epic knowledgeable trainees should be aware, however, that classes start with application basics and remains required for all levels of experience.

Typical start times information:
Please expect that classes will end at their scheduled time. Missing a substantial amount of class time may make it necessary for the trainee to re-attend class to receive credit. Trainees are not allowed to skip part of a registered class to attend a different overlapping course.

Please visit us at the Montefiore Intranet; the Epic@Montefiore area for additional details.
Direct Link: http://intranet/websitefiles/mmcintranet25168/EPIC_de fault.cfm?id=9110