



# *COX COLLEGE*

## *CoxHealth*

### **Annual Report to the Board of Trustees 2010 – 2011 Academic Year**

Cox College continues to evolve as an institution of higher learning. As the future of health care continues to unfold, the programs at the college are poised to prepare the quality graduates needed to meet the challenges. The college has developed a career ladder approach to education reflecting the new core value of lifelong learning. Future growth opportunities will be based on this model recognizing that health care is continuously changing and graduates need to be prepared to meet the needs of the health care community.

In January 2011 CoxHealth Educational Services became part of Cox College reflecting a continuum of education within the enterprise. Based on sessions to listen to the voice of the customers, a new hybrid model of Educational Services decentralizes service line specific training such as Information Services, Human Resources and Nursing shifting education closer to the processes. Strategic and continuing education remains centralized as part of the college. With this new model, Cox College provides a continuum of education beginning with entry level academic programs, education facilitating the strategic initiatives of CoxHealth and continuing education opportunities within the enterprise and/or further degree programs. Lifelong learning is the key to quality education and practice and Cox College now provides the continuum of service to make a difference. Appendix C depicts the transition plan and timeline for Educational Services.

The career ladder model of lifelong learning emerging at Cox College is also reflected in the academic programs. The following table reflects examples of opportunities designed to implement this model:

<b>Entry</b>	<b>Articulation Opportunity</b>	<b>Articulation Opportunity</b>	<b>Articulation Opportunity</b>
Nurse Assistant (NA)	Associate of Science in Nursing (ASN)	Bachelor of Science in Nursing (BSN)	Master of Science in Nursing (MSN)
Associate of Science in Medical Assistant (ASMA)	ASN	BSN	MSN
Associate of Science in Radiography (ASR)	Diagnostic Imaging Specialty Certificates	Bachelor of Science @ MSU	
Associate of Science in Nursing (ASN)	Sonography Certificate	BSN	MSN

Future program offerings being considered continue to grow the career ladder model such as Master of Science in Occupational Therapy building on the Associate of Science Occupational Therapy Assistant at Ozarks Technical and Community College; Certificate in Billing and Coding and/or Medical Transcription moving to an associate degree level; Bachelors Degree in Imaging to build on the ASR taking the Diagnostic Imaging certificates to the next level; and a Bachelors Degree in Health Sciences or Leadership as an opportunity for ASR, ASMA, Billing and Coding and Medical Transcription graduates.

### **Progress on Goals for Academic Year 2010 – 2011**

Academic year 2010 – 2011 was an exciting year as faculty, staff, students and administration collaboratively addressed the following goals and made great progress toward attainment. Once again the core value “Nothing is Impossible” was clearly revealed as teams demonstrated that “working together, taking reasonable risks and daring to change so that the impossible becomes possible” is the way of doing business at Cox College. The culture of the college has matured to include team decision making and a quality improvement model. The goals for the academic year were reviewed with the college workforce at the August Convocation and permeated the work of the college throughout the academic year. Progress toward goal attainment was discussed at the January Convocation.

**College wide umbrella goal:** Assess and measure excellence across the college using the Baldrige framework.

Working on this goal was an excellent learning opportunity for the college culminating with an application for the Missouri Quality Award (MQA) being submitted on April 28, 2011. The journey began in August when Scott Rodgers, CoxHealth Director of Organizational Development, shared the Baldrige educational criteria at Convocation including examples already in place at the college that addressed each category. In October a team that included faculty, staff, administration and students met to assess the college using the Baldrige criteria for education to determine whether an MQA application was realistic and the unanimous decision was to move forward. A copy of the MQA application is provided to the Board of Trustees as a supplement to this Annual Report.

**Business Pillar Goals**

- Evaluate, revise and update the Strategic Plan for 2011 – 2013.
  - The **Strategic Plan for 2011 – 2013** was approved by the Cox College Board of Trustees in March 2011.
  - The **mission** “Cox College is committed to excellence by meeting the educational needs of students and the health care community” was reaffirmed.
  - The **vision** was revised to “Cox College: Leaders in health care education.”
  - A fifth **core value** was added to reflect the lifelong learning beliefs of the college. Definitions of the other core values were revised to:
    - Student First: We believe in providing a learning environment that promotes student inspiration, support and academic achievement.
    - Highest Quality: We believe in providing an educational experience utilizing cutting edge technology and evidence-based curriculum.
    - Communication: We believe in shared, transparent communication that is respectful and responsible.
    - Nothing is Impossible: We believe in working together, taking reasonable risks, and daring to change so that the impossible becomes possible.
    - Lifelong Learning: We believe that professional curiosity develops over a lifetime based on self-evaluation, effective questioning and critical analysis of information.

- A fifth **pillar**, Systematic Assessment, and goal were added to reflect the continuous improvement model for data driven decision making. The college goals for 2011 – 2013 are listed below with the pillar in bold; goals will be developed for each academic year will be developed according to each pillar.
    - To provide quality **educational programs**.
    - To provide a quality **customer experience**.
    - To provide a quality **workforce experience**.
    - To achieve quality **business practices**.
    - To collect data and utilize **systematic assessment** practices.
  - The **balanced score card** depicts the Key Performance Indicators (KPI), goals, stretch goals and baseline data. Specific action plans, accountability and timelines are included in the Strategic Plan
- Budget implementation will result in 6.5% revenue over expenses.
    - Goal for FY 2010 was not met. Actual revenue over expenses for FY 2010 was 4.18% which exceeded the 3.17% projected with the FY 2010 budget.

	<b>FY 2010 budget</b>	<b>FY 2010 Actual Year End</b>
Revenue	\$ 4,729,449	\$ 5,056,379
Salaries	\$ 5,056,379	\$3,566,389
Other expenses	\$ 1,489,287	\$ 1,326,243
<b>Revenue over expenses</b>	<b>\$ 149,997</b>	<b>\$ 211,371</b>

- Based on the first 6 months (October – April) of FY 2011 the college is on track to exceed the goal. To date the revenue over expenses for FY 2011 is 16.71%.

	<b>FY 2011 budget</b>	<b>FY 2011 Actual Year to Date</b>
Revenue	\$3,736,626	\$3,748,635
Salaries	\$2,236,320	\$2,226,579
Other expenses	\$806,349	\$894,823
<b>Revenue over expenses</b>	<b>\$693,957</b>	<b>\$626,651</b>

## **Educational Programs Pillar**

- Transition the Radiography programs to the college.
  - 24 students were admitted into the Associate of Science in Radiography (ASR) program in August 2010. An additional 24 students have been accepted to begin the ASR program in August 2011.
  - The last class from the Radiologic Technology certificate program housed within CoxHealth will graduate in August 2011 thereby closing that chapter in the program's history.
  - Course work is being developed to allow students who graduated from the CoxHealth certificate program in the past 5 years to bridge to an associate degree.
  - The diagnostic imaging certificate programs have been effectively operating under the College umbrella since January 2010. The first Diagnostic Imaging certificate students graduated from Cox College in May 2011.
  
- Implementation of the faculty and student portals including online registration and degree audits.
  - Faculty and students portals through CAMS are opened and operational allowing for real time information.
  - Online registration and degree audits are awaiting the integration between CAMS and eCollege which will be finalized in June 2011.
  - Degree audits are being developed collaboratively between the Enrollment Management and Academic Affairs Departments with the intent to go live in Fall 2011.
  
- Provide training to enhance use of electronic platforms (eCollege, portals, CAMS, etc.)
  - Cox College has contracted with *Nurse Tim Inc.* to offer a variety of webinars to faculty. Workshops are available on demand through webinars available to all faculty.
  - The curriculum for an online course to enhance the faculty's skill set for teaching online has been developed and the first section was offered in January 2011.
  - One of the full-time faculty with online teaching expertise has 50% release time to support other faculty with online teaching strategies and skills.
  - A second full time Instructional Technology (Database Coordinator) staff member was hired in February 2011 to focus on the electronic platforms.

## Customer Satisfaction Pillar

- Expand use of the Nursing Resource Center (NRC) including contracting with community groups.
  - CoxHealth Labor and Delivery nursing staff completed their re-orientation/competency training in the NRC. Feedback from the nurses was excellent!
  - The Army National Guard completed their weekend training in the NRC. The NRC Director has been working with a variety of CoxHealth departments such as Emergency Services, Pre-hospital services, etc. to explore training opportunities.
- Move all college assessments under the umbrella of the Institutional Assessment and Effectiveness Committee (IAEC) to develop a continuous quality improvement model.
  - Through the Strategic Planning Process systematic assessment has reached the level of being a college goal and pillar: To collect data and utilize **systematic assessment** practices.
  - The Institutional Assessment and Effectiveness Committee was restructured to be more inclusive and is now the Institutional Effectiveness Committee (IEC). The IEC workflow model was approved by the College Leadership Council (CLC). The IEC will take on a comprehensive approach to assessment, centralizing assessment of curriculum, student and staff satisfaction and other evaluation information.

## Employee (Workforce) Satisfaction

- Employee retention from August 1, 2010 – July 31, 2011 will exceed 90%.
  - Workforce retention is difficult to assess for this academic year because of the growth of the college. The Academic Year began in August with 68 employees and ended in May with a workforce of 81. Workforce retention is estimated at 93%.
  - Members of the workforce who left or changed status at the college during the academic year included: 1 admissions counselor who accepted another position within CoxHealth; 1 nursing faculty member retired after many years of service; 4 nursing faculty members left the college for other opportunities; and 3 nursing faculty resigned from full-time positions but continue as adjunct faculty at the college (counted in retention percentage).
  - New positions created during AY 2010 – 2011 to address the growth needs of the college included: Financial Aid Default Management Coordinator (grant funded); Clinical Outreach Coordinator (grant funded); IT/Database Coordinator; Director of Marketing/Alumni Relations; 1 additional health science faculty

teaching in the ASR program; 7 additional nursing faculty to meet the need for growth in all nursing programs.

- Results of the Staff Satisfaction (We Want to Know Survey) will reflect the implementation of the 2009 – 2010 Action Plans.
  - 100% of the college workforce completed the 2010 We Want to Know Survey. Detailed results are included in the Missouri Quality Award application.
  - This is the third year that the same survey has been completed allowing for comparison of results. The 2010 survey had higher scores for 19 items, lower scores for 11 items and equal scores for 2 items compared with the 2009 survey results.
  - College wide and department specific action plans were completed addressing three items identified by the specific stakeholders.

### Enrollment numbers

- Enrollment numbers continue to reflect the implementation of the 2008 – 2011 Strategic Plan including new programs, expanded programs, articulation agreements and more aggressive marketing strategies.

Academic Year	Fall Headcount/Credit Hours	Spring Headcount/Credit Hours
2008-2009	441/5034	450/5063
2009-2010	508/5669	574/6130
2010-2011	626/7090	688/7646

### Grant Activity

- One of the Key Performance Indicators (KPI) has been and continues to be “Increase grant funding” with a goal of 3% increase per year and stretch of 7%. With the help of Betty Denson, Grants Administrator at CoxHealth Foundation we have exceeded that goal.

	Funding Received
2007	\$ 58,600
2008	\$127,933
2009	\$179,622
2010	\$561,481

- During Academic Year 2010 – 2011 the College received funding from the Missouri Department of Higher Education for a Loan Default Program (\$25,000); Missouri Foundation for Health expansion of the nursing program (\$389,402); and scholarship grants from private foundations and the Department of Health and Social Services (HRSA) totally \$147,079.

## **General Education**

General education curriculum, assessment and support have been the responsibility of the VPAA, Dean of Enrollment Management and the General Education Specialist since 2009. The allocation of duties and responsibilities for general education to these three positions has worked well for the college. The VPAA meets with general education faculty twice annually. General education faculty meetings have allowed for feedback to flow to the administration regarding assessment, curriculum and support and have provided a venue for the college to communicate with faculty that are part-time and working in other positions, mostly. The most recent meeting allowed for review of the seven outcomes and related competencies for general education. This is important for how we structure the general education assessment process that feeds into recommendations for change, when change is found necessary.

The General Education Assessment Committee (GEAC) added a new member, Drury University's Director of Assessment and Instructional Design which has enhanced the partnership with Drury University. This was particularly helpful as we completed a visit by the Higher Learning Commission in February, the purpose of which was to review our general education assessment process. The visit was very positive providing the college with an opportunity to enhance its assessment of general education outcomes by more formally assessing outcomes at the program level, directly connecting general education outcomes to programmatic excellence.

## **Nursing Department**

Academic Year 2010 – 2011 has been a year of growth for the nursing department. Spring semester 2011 enrollment included the addition of the weekend ASN option and a second cohort admitted into the BSN program. Approval was received from the MO Board of Nursing to increase pre-licensure nursing admission from 160 to 250 students annually.

The Master of Science in Nursing program received full 5 year initial accreditation from the Commission on Collegiate Nursing Education (CCNE). This is a significant accomplishment to achieve prior to the first graduating class. Spring 2011 graduation included the first MSN graduates from Cox College. The Family Nurse Practitioner track in the MSN program began in August 2010 with a full enrollment.

During this academic year the Dean of Nursing has overseen the expansion of the Nursing Assistant certificate program and the Nurse Re-entry program. Both programs have seen expanded enrollment suggesting more people are interested in entry level nursing programs and/or returning to the profession.

In March Dr. Wagner (Dean of Nursing) and Dr. Brett (President) traveled to Calcutta India to investigate a study abroad opportunity for nursing students at Cox College. Based on a thorough assessment, the program is moving forward with the first group of students expected to travel to India for 6 weeks in February 2012 as an option for part of the Community Health clinical in the BSN program.

Cox College continues to expand the use of high fidelity human patient simulation in the NRC. The Missouri Foundation for Health (MFH) grant provided the funding for “Noele” the mother and newborn simulator. Noele joins the SimFamily which includes two adult and a baby simulator. Year 2 of the MFH grant will purchase “Hal” the pediatric child simulator. Two of the nursing faculty are attending conferences this summer to earn simulation educator certification.

In August 2010 Cox College and Baptist Bible College (BBC) in Springfield signed an articulation agreement. Seven priority seats will be given to BBC students meeting the admission criteria for the Weekend ASN program in January. Students will continue to be concurrently enrolled at BBC and in four years will graduate with an ASN from Cox College and a Bachelors degree from BBC.

## **Health Science Department**

This has been a year of transitions for the Health Science program. Dean Sonya Hayter has taken the leadership role for the Department following six years as a faculty member. With the transition of the radiography program from CoxHealth to the Associate of Science in Radiography, the department has grown from 4 full time faculty to 10 during this academic year. To accommodate the growth in faculty some of their offices are housed in previous dorm rooms on the 3<sup>rd</sup> floor and

some have moved to K400 in close proximity to the Diagnostic Imaging labs. The college is establishing a chapter of Lambda Nu (LN), a national honor society for the radiologic and imaging sciences.

The creativity and ingenuity of faculty can never be underestimated. Jason Young, ASR faculty member created an outstanding mock surgery room in the old surgery area at Cox North for students to be involved in an enhanced real-life experience. This room serves as a precursor to what students will experience in the real-world setting.

Cox College's Billing and Coding Program has received program approval from The Committee for Certificate Programs (ACCP), offered cooperatively by the American Health Information Management Association (AHIMA) and the Association for Healthcare Documentation Integrity (AHDl). Cox College's Billing and Coding Program has expanded with the forthcoming ICD-10 coding procedure requirements that are being mandated on a national level. Deborah Jochems, Billing and Coding instructor is currently in the process of developing a complete program to provide training for all nurses, doctors, and coders both at the regional and national level in order to be prepared for changes to the coding system. The magnitude and scope of this is still unfolding but is sure to be a very worthwhile investment for the college.

As most of the nation's hospitals and clinics move toward voice recognition in medical transcription, the college also recognizes the need to train future transcriptionists. Therefore, a new curriculum has been developed and changes in classes are currently being instituted in order to have this fully functional by January 2012.

The Commission on Accreditation for Dietetics Education (CADE) granted initial accreditation for the Dietetic Internship program on November 3, 2010. The Dietetic Interns initiated a new project this year: "healthy lunches". This has been a wonderful learning activity for everyone as interns have been providing "health lunch" options and lunch and learn activities in the cafeterias at CoxHealth.

May 2011 graduation included the first graduates from the Associate of Science in Medical Assisting and the Diagnostic Imaging Specialty programs.

## **Celebrations**

- **Student First Award Winner**

- August 2010 - Harry Charalambous, Database Administrator
- September 2010 – Martin Sellers, VPAA and Debby Adkins, Business Office Manager

- October 2010 – Donna Steele, Nursing Faculty
- November 2010 – Connie Evans, Enrollment Management and the IT Department (Harry Charalambous and Devon Brake, Work Study Student)
- December 2010 – Jo Ellen Branstetter, Nursing Faculty and Debby Adkins, Business Office Manager
- February 2011 – Shawnda Van Winkle, Volunteer tutor
- March 2011 – Mindy Wiese, Nursing Faculty
- April 2011 – Tina Hamlet-Tarter, Nursing faculty
- May 2011 – Sara Sayers, Business Office Assistant

- **Accomplishments**

- The following Cox College employees have completed advanced degrees:
  - Cozi Bagley – Master of Science in Nursing from Cox College
  - Lindy Biglieni - Master of Organizational Leadership from Evangel University
  - Michelle Buchman - Master of Arts in Management & Leadership from Webster University
  - Sonya Hayter - Master of Organizational Leadership from Evangel University
  - Shirley Marion – Master of Science in Nursing from Liberty University
  - Paula Montgomery – Master of Science in Nursing from University of Central Missouri
  - Briana Simmons – Master of Arts in Educational Leadership from Jones University
  - Kris Slagle – Master of Science in Nursing from Walden University
  - Tricia Wagner - Doctor of Nursing Practice from the University of South Alabama.
  - Paula Warner – Master of Science in Nursing from Walden University.
- Three Cox College nursing students were elected to serve as Board Members for the Missouri Nursing Student Association: Loren Winter, *Public Relations Director*, Cindy Coffman, *Southern Regional Director* and Jennifer-Clare Singletary, *Elections and Nominations Committee Chair*.
- William “Cole” Bryant, accelerated BSN student, was chosen Nursing Student of the Year by the Missouri Board of Nursing for the Springfield News Leader’s Salute to Nurses.
- Jennifer Clare Singletary Williams, Cox College nursing student has been chosen by the American Nurses Association to be their “*student nurse online blogger*”.
- Laycie Graves, ASR student was selected student intern of the year by the Missouri Society of Radiologic Technologists.
- Cindy Coffman and Thea Moss, Cox College nursing students were among the 109 national scholarship winners selected by the National Student Nurses’ Association.

## Appendix A: CoxHealth Libraries Annual Report June 2011

The 2010 year continues to show an increase of usage of the CoxHealth Libraries services and resources. In Figure 1, the requests processed by the librarians and library staff are identified by the primary users. These customers are identified as Cox College, CoxHealth employees, CoxHealth physicians and residents, CoxHealth patients and Others (non-affiliated CoxHealth).

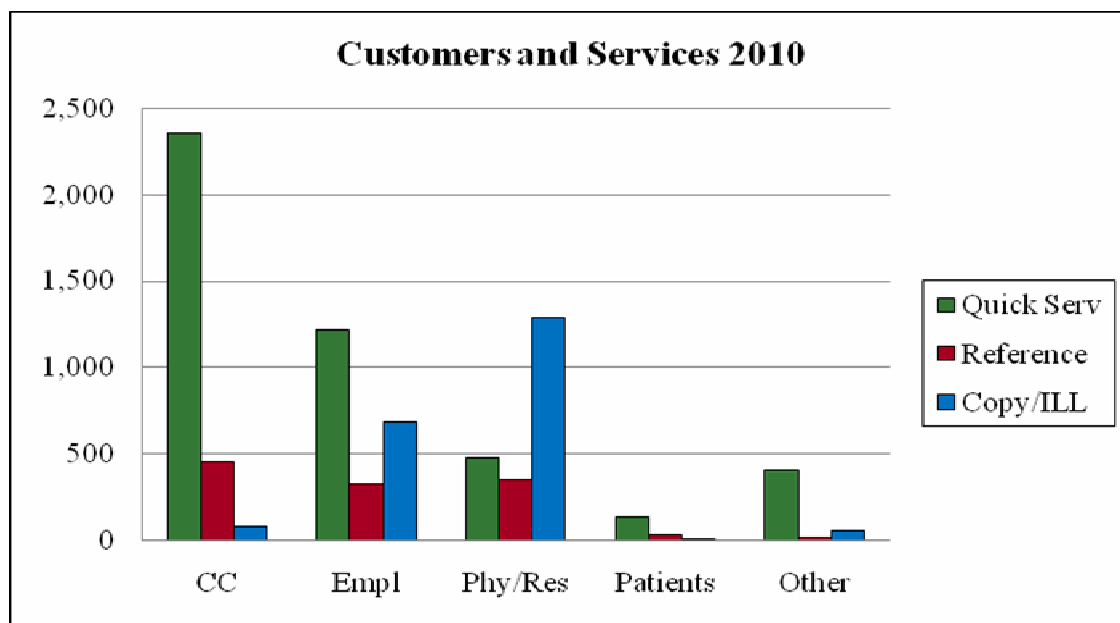


Figure 1

**Quick Services** represents customers that have asked assistance from any of the library staff at either the North or South Library which can be answered within five minutes or less. Over 50% of all quick services are requested by Cox College students. **LSR: In-depth reference** involves searching literature databases, journal/book collection research, Internet,

and point-of-need (individualized training) services. A majority of these services to CoxHealth employees, physicians and residents involve the library staff obtaining the materials or librarians searching the resources to provide pertinent information. Students are required to do their own searching and retrieval although librarians assist by teaching them appropriate research skills and strategies. **Copy/ILL(Interlibrary loans)** requests are materials copied in-house or borrowed from other libraries on behalf of CoxHealth customers. As our online collection of books and journals increases, our need to request materials from other libraries has decreased. **Instruction** (Figure 2) indicates classroom interactions by Librarians in face-to-face classroom presentations and handouts, or developing learning modules for eCollege class assignments. Numbers reflect college courses involved. Increased student need for informational resources and the services of the librarians and library staff over the past three years is depicted in Figure 2.

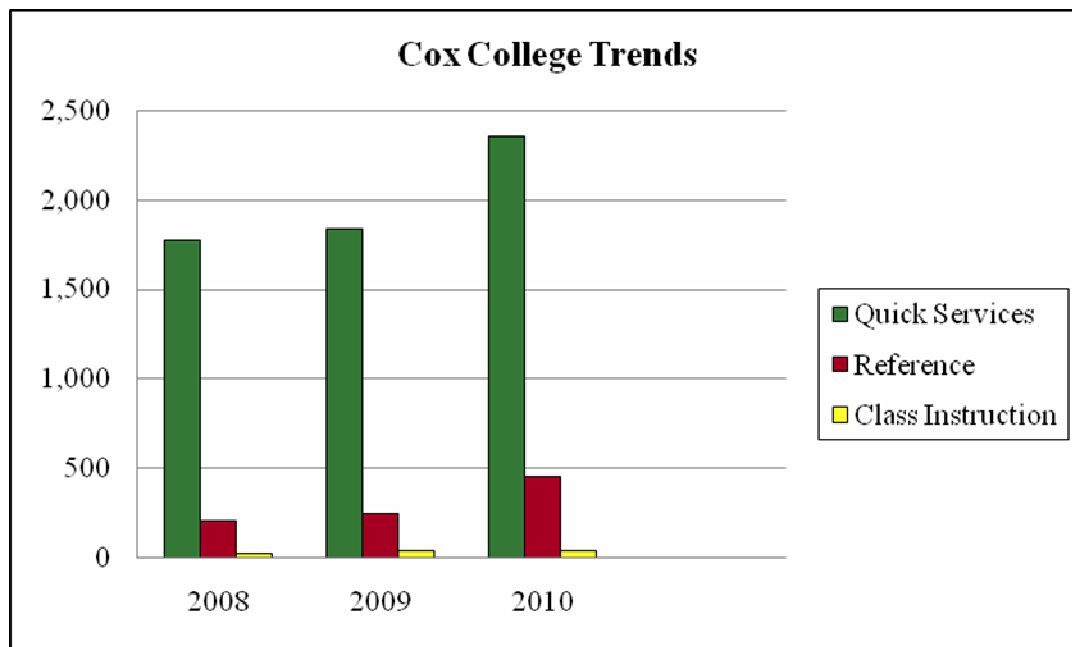


Figure 2

One of the strategies in the Library Strategic Plan is “the provision of resources that allow access to timely and relevant information.” As of January 2011, we increased our online book collection from 60 to over 300 titles. The decision to purchase this online collection was to ensure that the college online students would have materials available to access from home. In addition, the library provides access to medical, nursing and health science literature databases for their use. Our online usage report (Figure 3) shows a sharp increase from the previous years.

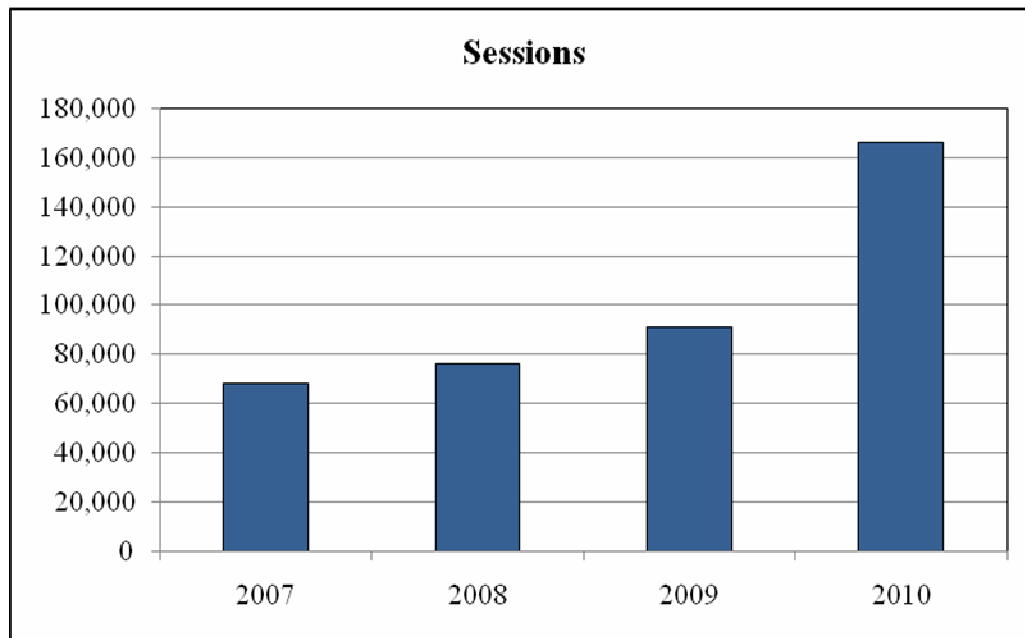


Figure 3

The Libraries also participated in a National Network of Libraries of Medicine, Mid-Continental Region survey of Health Sciences Libraries. The survey was conducted and analyzed by the University of Missouri. Health Sciences Libraries throughout the region sent the survey to their hospital employees and physicians to solicit responses to why they used

their Libraries. Figure 4 compares the responses of CoxHealth Physicians (Phy-C), Residents (Res-C) and Employees (Emp-C) to the results of other respondents (UM) participating in this survey. Patient care was the most frequently cited reason to use the library resources.

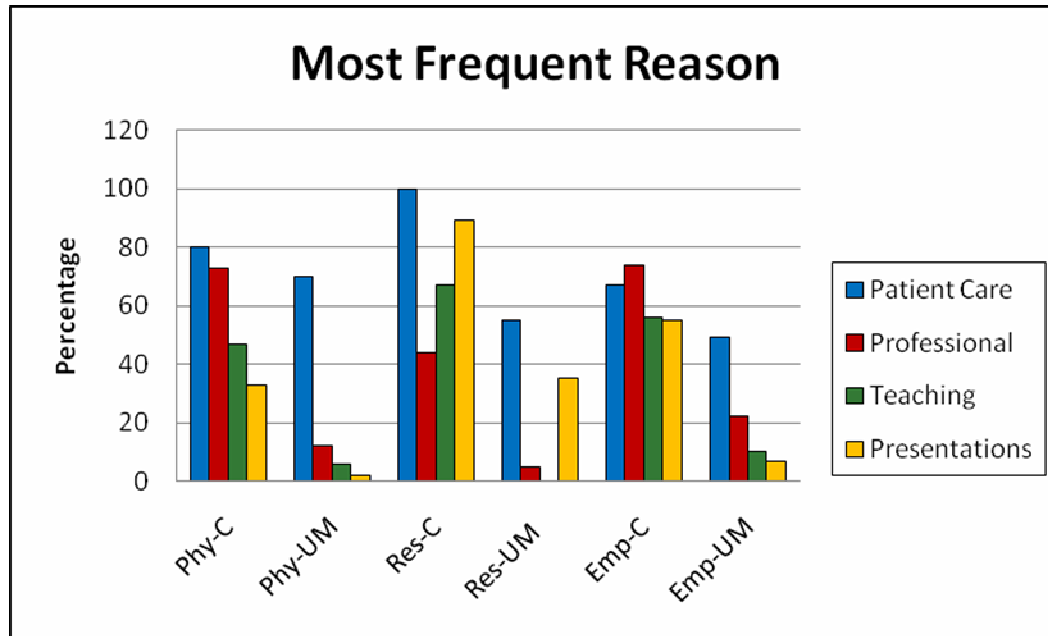


Figure 4

It is for that reason, the library continues to refine, review and purchase resources that will allow our customers to retrieve the information necessary to be successful in their decision making processes for patient care, education and work.

## **Appendix B: Cox College Faculty Scholarly Work** **Academic Year 2010-2011**

**Anne Brett**, Professor and President; **Jo Ellen Branstetter**, Professor; **Tricia Wagner**, Professor and Dean of Nursing: Conducting a quantitative research project studying the work environment of nursing faculty. Data from more than 300 completed surveys is being analyzed to identify the gap between caring attributes nursing faculty expect in an ideal work environment and those received in their current work setting.

**Anne Brett**, Professor and **Tricia Wagner**, Professor: Visited Calcutta, India, to gather information for developing a study abroad program for BSN students.

**Jo Ellen Branstetter**, Professor and **Tricia Wagner**, Professor: Keynote presenters at the Cox College/CoxHealth Evidence Based Practice conference on May 6, 2011.

**Michelle Buchman**, Medical Assisting faculty member has co-authored a book that will be published by Cengage Learning Publishers. *After the Diagnosis: How Patients React and How to Help Them Cope*

**Cozi Bagley**, Instructor: Labor Support Research Project. Gathered and evaluated data related to ASN second semester student self-efficacy to provide labor support from lecture alone versus lecture and simulation, January 2011. Developing a scholarly paper for possible publication or poster presentation.

**Vickie Clithero**, Assistant Professor: Writing a 24-hour continuing education program on herbal therapies for Anderson Continuing Education, California.

**Marsha Floyd**, Assistant Professor: Worked with a student who submitted a “reflections” essay to Imprint, the nursing journal for students. It has been accepted for possible publication. Continuing to gather data and review literature to prepare a manuscript for publication based on the pharmacology alphabet.

**Debbie Groves**, Assistant Professor: Poster Presentations concerning Cross Cultural Health Care. Poster Presentation, Missouri Christian Convention 2011, Cross Cultural Healthcare Medical Mission in Haiti, at Osage Beach, March 2011. Poster Presentation, Missions Conference, Cross Cultural Healthcare Medical Mission in Haiti, Louisville, KY 2008. Presentations on Disaster Nursing and Missions Nursing to classes at Cox College and the American Red Cross.

**Rachel Hodge**, Assistant Professor: Presentation to College of the Ozarks Nursing Faculty on test item analysis interpretation and the use of the ParScore grading program, Aug 2010. Presentation to College of the Ozark Nursing students for Computer Clinical Resources, August 2010 and January 2011. Textbook reviewer, Oct. 2010, Jensen. S., 2011. Nursing Health Assessment: A Best Practice Approach. Philadelphia: Lippincott Williams & Wilkins.

**Deborah Jochems**, Instructor: Presentation to MHIMA State Conference, April 2011, Branson, Missouri, ICD-10 Transition from an Academic Perspective. Also, ICD-10, *Ready or Not, Here it Comes*, presented to the Ozark Area Health Information Management Association. November 2010. Springfield, MO. Also, Mental Health Coding Roundtable. Ozark Area Health Information Management Association, March 2011. Springfield, MO. And, ICD-10 Transition from an Academic Perspective. Missouri Health Information Management Association state association meeting, April 2011, Branson, MO.

**Kathy Martin**, Assistant Professor: Gathering and evaluating data for MSN curriculum development related to graduate curriculum paradigms, experiential education, inter-professional collaboration, and graduate level teaching methodologies and strategies.

**Nicole Montgomery**, Assistant Professor (Library): Guest writer for the Internet Resources column. MLA News, October 2010. MLA News is a publication of the Medical Library Association. The topic for this issue provided information on websites such as <http://www.carepages.com> dedicated to providing a forum for communication with patients and families during a major health event.

**Michelle Luttrell**, Assistant Professor and **Joelene Power**, Instructor: Presentation: *Radiology: Navigating the Possibilities*. MSRT Conference. Lake Ozark, MO. April 2011.

**Debbie Oss**, Instructor: Gathered and is evaluating data for Application, Progression and Graduation committee related to students that have changed program tracks. This data will be used to develop a paper or other scholarly endeavor for publication.

**Dr. Martin Sellers**, Professor and Vice President for Academic Affairs: Chaired an academic panel entitled, *Architecture and Student Learning Spaces*, November 2010. Council of Independent Colleges' annual meeting, Williamsburg, VA.

**Tammy Stearns**, Assistant Professor: Elected as an At-Large Director for the Society of Diagnostic Medical Sonography (SDMS).

**Kris Williams**, Associate Professor: Presented *Nutrition Diagnostics 101: Congestive Heart Disease* at the CoxHealth Regional seminar for Registered Dietitians.

**Jason Young**, Instructor: Elected as delegate of the Missouri Society of Radiologic Technologists (MSRT) March 2011 to the American Society of Radiologic Technologists (ASRT) conference April 2011.

## **Appendix C: Educational Services Reorganization Plan and Timeline**

### **Process**

- January 1, 2011 Educational Services moved to the College (3 month Interim) with the goal of developing a proposal by April 2011.
- January – February “listening tour” to hear the voice of the customer
  - **Questions asked:**
    - What’s working
    - Gaps/Opportunities for Improvement
    - Vision for what would work
  - Groups interviewed:
    - Safety and Quality
    - IT
    - Nursing
    - HR
    - Rehab
    - Cox Health Plan
    - ED and Surgery

### **Themes from “Listening Tour”**

- Emphasis seems to be on-boarding and maintenance of competency
- Primary focus is on hospital and clinical learning needs.
- Education is reactive, based on surveys, new equipment purchased etc.
- Leadership training is for front line, first time leaders only.
- Multi-media link to educational services is not well defined.
- Question effectiveness of retention based on HealthStream modules.

## **Strategic Questions Considered**

- Should Educational Services be hospital (clinical) based or Enterprise based? Currently segmented across the enterprise.
- Should Educational Services be centralized, decentralized or a hybrid model?
- Should Educational Services have a greater focus on professional development, leadership training and customer service (soft skills)?
- Should there be a training center that includes classrooms, auditorium and a simulation lab at Cox South?
- Should Educational Services provide more community education and package training programs to sell to other health care organizations?

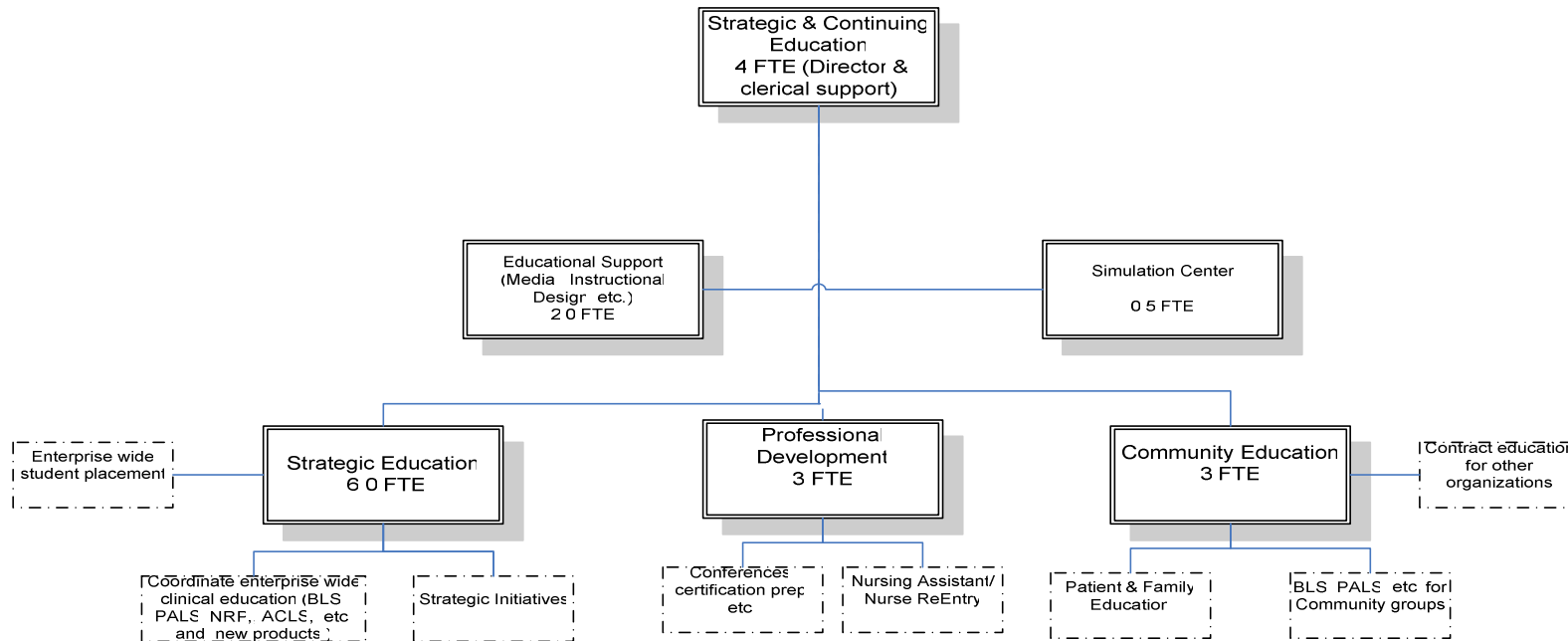
## **Proposal**

- Develop a hybrid model of enterprise education.
  - Strategic and Continuing Education centralized under Cox College.
  - Decentralized service line specific education.
  - Shift leadership training along with on-boarding and regulatory and legal competency requirements to HR.
- Create CoxHealth Educational Steering Committee for continuity and consistency of practice across the Enterprise.
- Currently 36.5 FTE in Educational Services

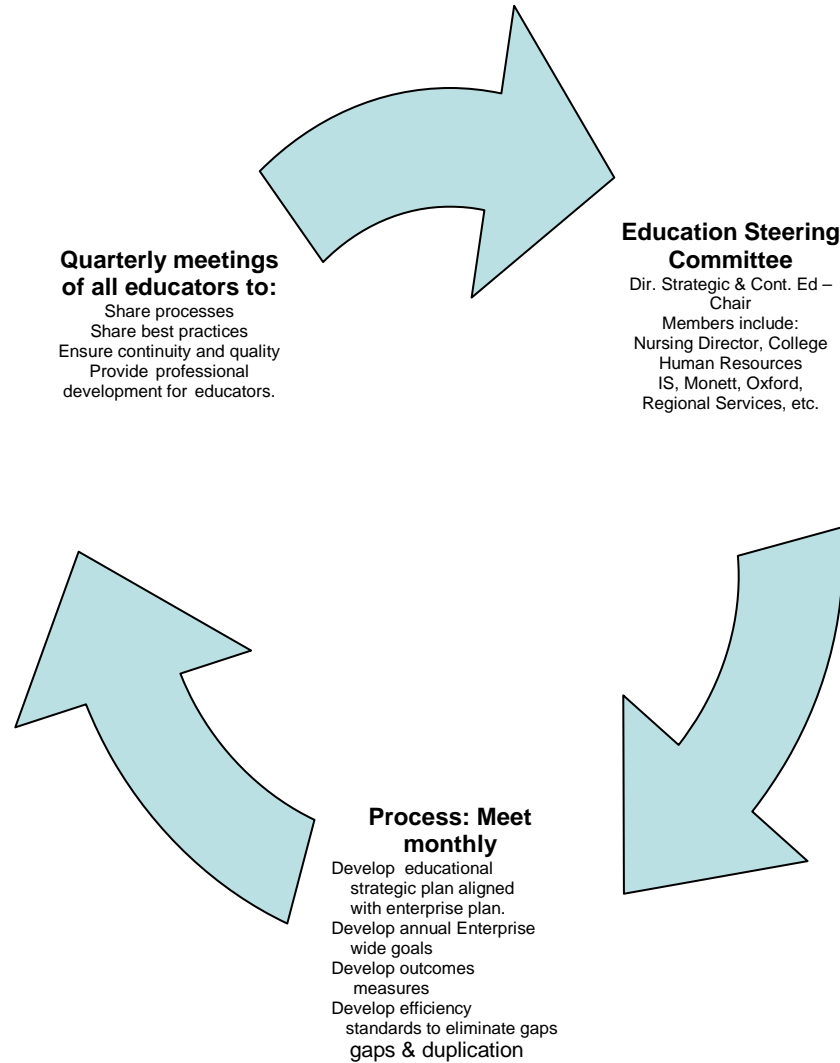
## **Decentralize**

- Nursing: 6 FTE for clinical education and nursing orientation
- HR: 4 FTE for enterprise wide orientation, leadership training and regulatory & legal competencies (HealthStream)
- IS/IT: 5 FTE for technology education
- OR: 1 FTE
- EMS: 1 FTE
- Rehab/therapies: 1 FTE

## Centralize reporting to the College



## Alignment Process



## **Implementation Process**

- Identify positions that will stay within the new Strategic and Continuing Education Department.
- Divest educational services of positions being decentralized.
- Review/revise positions descriptions for all positions being retained and/or decentralized.
- Post revised positions for current or new employees.
- Identify space needs to meet the enterprise goals with a centralized simulation lab, classrooms and computer labs.

## **Timeline**

- Finalize reorganization plans April, 2011.
- April – June, 2011 review/revise position descriptions with consistent structures, qualifications and salary ranges.
- Open new positions for applications September 1, 2011
- Develop implementation plan for new model with goal of full implementation October 1, 2011 with FY 2012 budget.