

180	Question 58.a i	Please provide additional information on the number of trainings per year, per training and evidence of impact on policies, procedures, patient outcomes, employee satisfaction and/or employee/provider burnout.
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For calendar year 2020, Lifespan had over 5,000 active courses. We estimate that 2,500 were in use to varying degrees. In total, there were 694,739 course/class completions.

Below is an overview of the many different types of courses we deliver, either virtually or in-person. Some of the courses are mandatory (e.g., compliance related trainings) and others are voluntary (e.g., management development trainings).

System Wide – all employees, including:

- IS Security (Phishing, Passwords)
- Corporate Compliance (including HIPAA, Anti-Kickback, Stark Law)
- Culture of Safety
- Diversity – Culture, Language
- Deaf / HOH education
- LGBTQ Awareness Education
- Active Shooter
- Prevention of Discrimination/Harassment
- Pharmacy – Hazardous Substances / Controlled Substances

Affiliate Specific – Wide ranging set of courses and topics, including:

- Laboratory safety
- Stroke Education
- Safety Procedures
- Protective Gear
- Medical / Surgical Procedure Review
- Incident Command
- Specific Device Education (Defibrillators, Glucometers, Etc.)
- Restraints
- Hospital Systems
- OB/GYN (Newport)
- COVID-specific education
- Chart documentation issues
- De-escalation
- Suicide / Behavioral Monitoring education
- Dementia education
- Bariatric care / sensitivity / transport
- Cardiac Rehabilitation
- Total Joint Care
- Patient Fall / Post-Fall Procedures
- Transplant Services

- Burn Care
- CAUTI (Catheter UTI)
- Respiratory / Ventilator Education

Lifchart-Specific: A variety of courses and classes geared to those who require varying levels of Lifchart access. Course work is focused on the following groups:

- Providers
- Emergency Department
- Ambulatory Services
- Gateway Health
- Inpatient Clinical Staff
- Pharmacy
- Perioperative/Endoscopy
- Anesthesia
- Cardiology
- Radiology
- Pulmonary
- Oncology
- Research
- And others

Clinical groups (specific training groups established for this specific audience):

- Pharmacy
- Diagnostic Imaging
- Nursing
- Rehabilitation Services
- Providers
- Emergency Department

Safety:

- General Safety
- Hospital Specific Safety
- Infection Control
- Protective Gear, Donning/Doffing

Center for Professional Practice Innovation (CPPI):

- BLS/ACLS/PALS Education
- Charge RN Training
- Telemetry
- RN Cardiac Care / Rhythm
- De-escalation
- Admission / discharge procedures
- Pressure Monitoring
- Patient ID

Management Development Series:

Year	Total Sessions	Titles	Total Attendees	(as of 7/1/2021)
2018	30	11	564	
2019	63	11	611	
2020	25	12	536	
2021	26	16	765	

25 Courses:

01/08/2020 7:00AM	TDEE-MDS-Critical Conversations
01/15/2020 3:30PM	TDEE-MDS-Communication Styles
01/30/2020 3:30PM	TDEE-MDS-Buddy To Boss Roundtable
02/12/2020 7:00AM	TDEE-MDS-Behavioral Based Interview Panel Discussion
02/27/2020 3:30PM	TDEE-MDS-Everyday Feedback
03/04/2020 7:00AM	TDEE-MDS-Management Skills Fair
05/14/2020 9:00AM	TDEE-MDS-Critical Conversations
06/10/2020 7:00AM	TDEE-MDS-Management Skills Fair
06/25/2020 3:30PM	TDEE-MDS-Communication Styles
07/08/2020 7:00AM	TDEE-MDS-Buddy To Boss Roundtable
07/13/2020 2:00PM	TDEE-MDS-Critical Conversations
08/04/2020 2:30PM	TDEE-MDS-Culture of Accountability
08/12/2020 7:00AM	TDEE-MDS-Strategic Communication
08/27/2020 3:30PM	TDEE-MDS-Performance Management
09/02/2020 7:00AM	TDEE-MDS-Management Skills Fair
09/15/2020 8:00AM	TDEE-MDS-Buddy To Boss
09/16/2020 9:00AM	TDEE-MDS-Critical Conversations
09/23/2020 7:30AM	TDEE-MDS-Setting Expectations
09/24/2020 3:30PM	TDEE-MDS-Conflict Resolution
09/30/2020 3:30PM	TDEE-MDS-Strategic Communication
10/14/2020 7:00AM	TDEE-MDS-Communication Styles
11/11/2020 7:00AM	TDEE-MDS-Culture of Accountability
11/17/2020 9:00AM	TDEE-MDS-Strategic Communication
12/15/2020 9:00AM	TDEE-MDS-Critical Conversations
12/16/2020 8:00AM	TDEE-MDS-Buddy To Boss

New Manager Orientation

Various Dates from 2018-Present:

(as of 7/12/2021)

**Total
Attendees**
293

New Employee Orientation

Recorded in the LMS from February 2020 to present

**Total
Attendees**
3564 completions as of 7/1/2021

Unconscious Bias:

Course for Leaders
Course for All
Employees

Assigned	Completed	
1209	332	27%
17816	6112	34%

(as of 7/12/2021)

Leadership Excellence Advancement Program

	Date	Attendees
Cohort 1	Jul-20	53
Cohort 2	Aug-20	47
Cohort 3	Apr-21	61

In response to the part of the question about outcomes of interest, Lifespan has not measured the impact of internally administered trainings.

181	Questions 58.a.i and ii	Please provide additional information on the impact of the implicit bias trainings, including number of employees who have completed the trainings over the past three (3) FYs. Additionally, please describe the rationale for these trainings being “available” but not mandatory.
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Unconscious Bias:

Course for Leaders
Course for All
Employees

Assigned	Completed	
1,175	613	52%
17,857	9,6120	53%

(as of 9/8/2021)

Lifespan began offering Unconscious Bias trainings, one for leaders and one for all employees, in January of 2021. At that time, the courses were proactively assigned in the system to all learners, and they were asked to complete the courses by August 31, 2021, which has been extended to December 31, 2021 due to COVID-19.

- Leader training: **“Interrupting Unconscious Bias for Supervisors”** (*approx. 25 min*)
 - Focused on equipping supervisors with the knowledge and skills to recognize unconscious bias in others and provides basic tools to address those situations.
- Employee training: **“Recognizing and Overcoming Unconscious Bias for Employees and Supervisors”** (*approx. 30 min*)
 - Focused on explaining unconscious bias, helping employees assess their own unconscious biases, and providing them with strategies to overcome their unconscious biases.

We have not measured the impact of these trainings.