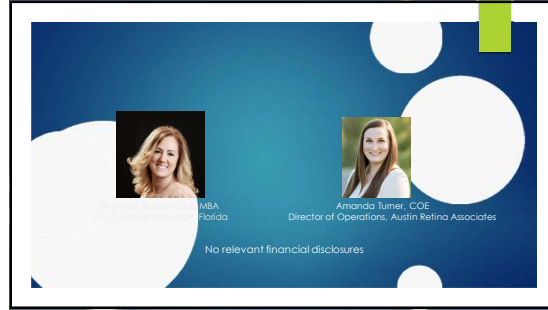




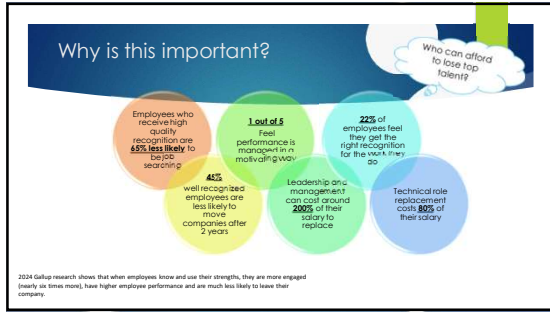
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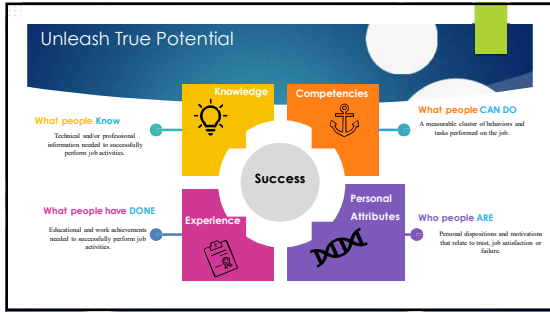
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5

- ### Identifying High Potential Employees
- Fear, Anxiety, Stress, Sound familiar?
- Use multiple evaluation methods: performance reviews, personality assessments, and peer reviews.
 - A multi-dimensional approach helps pinpoint employees with leadership potential.
 - Ask yourself these questions:
 - Do you measure everything? Just because you can, should you?
 - Can the employee influence the metric directly with the work they do?
 - Do any of those measurements focus on the employee's greatest abilities and contributions?
 - Are they future and growth focused? Do you discuss them on a regular basis?

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Fixed Mindset

- Avoids challenges
- Gives up easily
- Sees effort as fruitless
- Ignores useful/negative feedback
- Feels threatened by the success of others

Achieves less than their potential

Growth Mindset

- Embraces challenges
- Persists in the face of setbacks
- Sees effort as a path to mastery
- Learns from criticism
- Finds lessons & inspiration from the success of others

Reaches ever higher levels of achievement

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Talent Recognition and Training

- A supportive environment motivates employees to improve.
- Creating a high development culture is key in retaining top talent.
- Encouraging ongoing training, knowledge sharing, and recognition of achievements is key to a culture of continuous improvement.

Do you have an effective training program? Let's walk through what that looks like.

8

Implementing Effective Training Programs

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Technician Training: Evolution

Plan

- Head based on previous experience in optometry/ophthalmology
- Supervised classroom training for 2 weeks
- Followed with observing different techs for hands on training
- Recruiters prospective mentality
- No formal training in plan - "sink or swim mentality"

Present

- Hire for character, train for skill
- All clinical staff serve as technician and learn the basic skills: screening, OCT testing, and setting up injections and managing patient workflow
- Standardized standardized training process.
- Start on training in controlled patient insurance along with technical skills
- Educational coordinator conduct the training
- Classroom and practical awareness (train for success mentality)
- Hire every 2 weeks despite "the rest" for additional techs

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Tech Training Program

- 4 weeks of training
- Practical and classroom training
- Department observations
- Hard skills & soft skills
- O3s with supervisors

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First Week Onboarding

- Practice Introduction, Why? Culture, Mission, Patient Experience Training
- Meet the CEO & Managing Physician
- Tour of the main office
- General information about portals, parking, scrubs, etc.
- Logins for all applications used
- Safety training
- Compliance training
- Department Observations
- Introduction to Lean
- Patient Experience Visit
- Meet & greet with their supervisory

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Training Program-Week 2

MONDAY - DAY 6	TUESDAY - DAY 7	WEDNESDAY - DAY 8	THURSDAY - DAY 9	FRIDAY - DAY 10
8am-10am: Introduction to Retina 10am-11am: Department observation with physician and/or technician 12pm-1pm: Lunch 1pm-3pm: Introduction to Retina 3pm-5pm: Department observation with physician and/or technician	8am-11am: BIR training 11:30am-12pm: Lunch 12pm-4pm: BIR training/practice 4pm-4:30pm: Independent study	8am-10am: Observe a screener in clinic 10am-11:30am: Disease and condition review and/or BIR practice/review 12pm-1:30pm: Lunch 1:30pm-4pm: BIR resources and BIR training/mimic screening 4pm-4:30pm: Independent study	8am-11am: Practical exercises for external exam 11:30am-12pm: Lunch 12pm-3:30pm: Practical exercises for external exam 3:30pm-4pm: Review on external exam 4pm-4:30pm: Independent study	8am-10am: Review 10am-12pm: Practice screening on classmates 12pm-1:230pm: Lunch 1:23pm-5pm: Double screen with technician/coordinator in clinic

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Training Program - Week 3

MONDAY - DAY 11	TUESDAY - DAY 12	WEDNESDAY - DAY 13	THURSDAY - DAY 14	FRIDAY - DAY 15
8am-12pm: Screening in clinic with coordinator/technician 12pm-1pm: Lunch <i>Optional independent study before afternoon clinic</i> 1:30pm-5pm: Screening in clinic with coordinator/technician	8am-10am: Questions and answers followed by review 10am-12pm: Teach different exam encounters and expectations 12pm-1pm: Lunch 1pm-4pm: Practice screening different encounters 4pm-4:45pm: Independent study	8am-12pm: Screen in clinic with coordinator/technician and/or OCT training 12pm-1:30pm: Lunch 1:30pm-5pm: Screen in clinic with coordinator/technician and/or OCT training	8am-10am: Introduce performing manual blood pressure, ducts, Google drive resources, and review 10am-12pm: Practice/Review 1:30pm-5pm: Screening in clinic with coordinator/technician and/or OCT practice with photographer	8am-12pm: Additional classroom education/review, if not needed, techs will be screening with another tech and/or practicing OCT with photographer 12pm-1:30pm: Lunch 1:30pm-5pm: Screening in clinic with coordinator/technician and/or OCT practice with photographer

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Training Program - Week 4

- ▮ Screen with an experienced tech in clinic
- ▮ Travel to other locations with coordinator/tech to experience working in other locations
- ▮ Practice performing OCT with photographer
- ▮ One-on-one training sessions for employees that need additional training

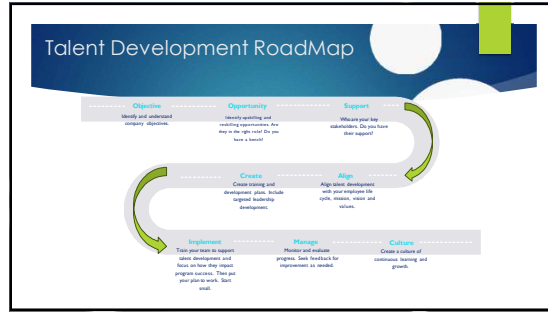
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Implementation




- ▶ Evaluate current training program
- ▶ Discuss current struggles with employees and leadership
- ▶ Create/modify training program with the input from senior & novice lects
 - ▶ Specific skill requirement
 - ▶ Standardize training program
 - ▶ Classroom & practical exercises before encountering patients
- ▶ Observe different departments (perspective, understanding, growth)
- ▶ Build redundancies

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“Thank You”

QUESTIONS?

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