PRACTICING EXCELLENCE

FEBRUARY 2025

Friends, partners, and colleagues: It's an exciting time at Practicing Excellence.

Over the years, Practicing Excellence has become a partner of choice for leading health systems and medical groups that value the development of their team members and leaders. We've designed a scalable and validated human development platform proven to help organizations, teams, and individuals build skills to drive outcomes.

In our conversations with leaders and teams, we've heard countless stories highlighting the realities associated with running dynamic, complex, and fragmented organizations. What we've found is that the organizations thriving in tough conditions have integrated human development into the fabric of who they are as a culture. They've aligned development with their vision and mission and worked together to integrate it operationally, so everyone is inspired, educated, and activated to make a meaningful impact.

After rounding with hundreds of industry leaders, we heard these three themes consistently:

1. **Organizations see a systemic human development strategy as a driver of retention, engagement, and culture,** yet to succeed, individuals must have the mindset, skills, and behaviors to deliver outcomes.
2. **Organizations are adopting novel approaches to human development to make it actionable, helpful, and practical** to advance organizational imperatives, but they struggle to move teams in a unified direction to advance initiatives.
3. **Organizations understand that individual and team performance accountabilities must include tools and skills to realize results,** and they are pivoting learning and development from classrooms to scaled, continuous skill-building that's mapped to organizational goals.

We believe there is an incredible opportunity in front of us—an opportunity to meaningfully align to board-level imperatives and deliver solutions and services that inspire, educate, and activate organizations, teams, and individuals on the human development journey.

As we seek to address today's common challenges, we're more confident than ever that human development is the key to aligning and supporting the entire organization. In light of this, we're excited to share four domains that drive engagement and improvement. These four focus areas are:

PATIENT EXPERIENCE

Imagine if every patient and family, at every touch point, every time they came for care, experienced warmth, empathy, and competence no matter who they saw or where they received care. This system-wide consistency and reliability power loyalty and engagement for those receiving care, as well as the brand and performance of the organization providing care.

TEAM ENGAGEMENT

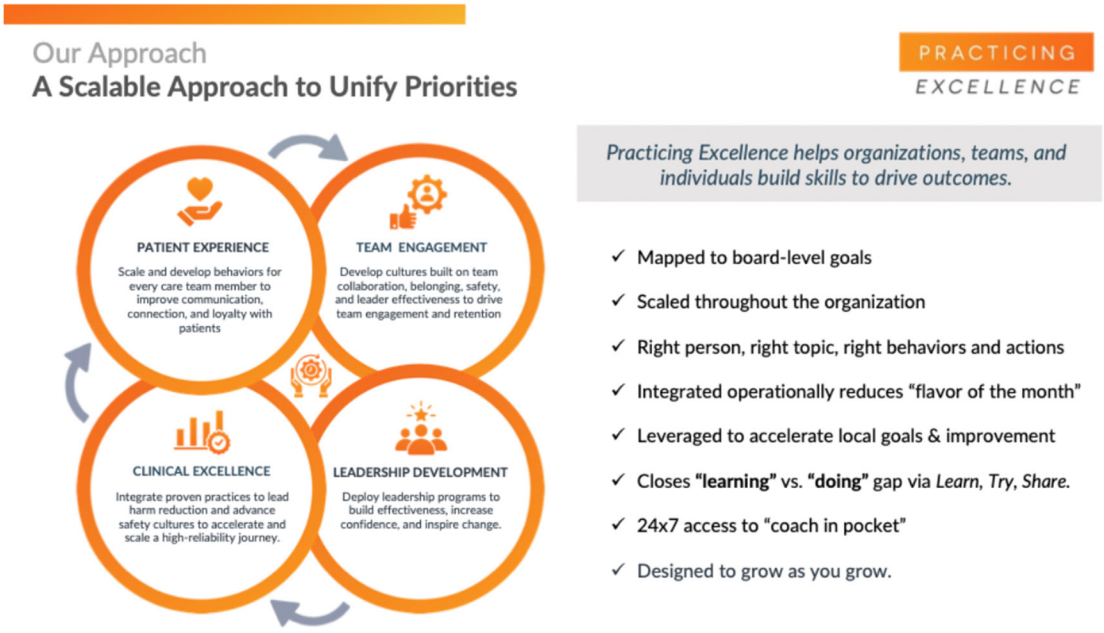
The engagement of every team member is vital to an organization's performance, culture, and stability. Retention, motivation, and discretionary effort remain some of the greatest workforce challenges facing health systems. Developing high-performing, motivated teams across an entire health system now means investing in a large-scale engagement journey to power culture, contentment, and vitality of care teams.

LEADERSHIP DEVELOPMENT

How an organization leads is perhaps the greatest influence on its teams' behavior, the culture that manifests, and the results it can generate. When organizations recruit good people, raise them up as leaders, and continually develop them, there is almost no limit to their potential to manage change, inspire transformation, and deliver results.

CLINICAL EXCELLENCE

Despite decades of interventions, with some isolated success, unnecessary harm remains in healthcare. At the heart of clinical excellence lies a bold and relentless commitment to continuous learning and improvement, where team members feel empowered to share concerns, learn from adverse events, and have the psychological safety to deliver patient safety above all else.



We will continue to leverage our validated approach to design and deploy solutions that directly map to organizational challenges, support your teams, and accelerate organizational performance. Our proven value stack to scale human development employs advisory, content, technology, and community to accelerate improvement:

To power our next steps as a human development company, we are thrilled to welcome two new senior advisors to the Practicing Excellence team. Joining us is **Heidi Wald, MD, MSPH**, former Chief Quality Officer at Intermountain Healthcare, and **Bob Garry**, former SVP, Strategic Human Resources at Hackensack-Meridian Health, collaborating alongside our other advisors, **Marla Weston, PhD, RN, FAAN** and **Mark Hertling, DBA**. Dr. Wald and Bob bring decades of experience leading large health systems and are perfect cultural fits driven to help organizations and their teams be their best.

Dr. Wald will serve as Senior Advisor and Chief Quality Officer, supporting our clinical excellence domain and Bob Garry will serve as Senior Advisor helping our partners advance team engagement strategies. We are grateful to draw upon the expertise of our senior advisors to reimagine human development in healthcare.

Industry Experts & Senior Advisors

PRACTICING EXCELLENCE

Marla Weston, PhD, RN, FAAN
Nursing Excellence Advisor

Former CEO
American Nursing Association

Heidi Wald, MD, MSPH
Clinical Excellence Advisor

Former Chief Quality Officer
Intermountain Healthcare

Bob Garry
Team Engagement Advisor

Former SVP, Strategic HR
Hackensack-Meridian Health

Mark Hertling, DBA
Leadership Advisor

Former Lt. General (Retired)
Leadership Expert & Security Analyst

Thank you to all of you for innovating with us. Thanks to your bold leadership, we are making measurable progress in supporting those who care for our communities. Our team is energized by the potential of human development in healthcare and what it offers our partners investing in teams and achieving their critical organizational goals.

We are just getting started—onward!

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