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Closing the Revolving Door: Retaining, Engaging, and Growing Your Cardiopulmonary Rehab Team

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Past-President - ISCHR 2025-2026

Chair - AACVPR Member Affiliation Relations Committee

Faculty - AACVPR Leadership Academy

Course Director - AACVPR CCRP Certification

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Objectives



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By the end of this session, participants will be able to:

1. Identify key drivers of staff engagement and retention within cardiopulmonary rehabilitation programs.
2. Develop and implement a structured clinical ladder and certification support plan to promote career advancement.
3. Apply effective recognition and communication strategies, such as monthly meetings, weekly check-ins, and one-on-one coaching to strengthen team cohesion.
4. Leverage available resources, including philanthropy funds, conference support, and grant opportunities, to enhance staff development and satisfaction.
5. Design sustainable recruitment pipelines through internships, academic partnerships, and built-in mentorship strategies to support future staffing needs

☺ Not All Strategies Require Admin Approval

Disclosures



LOYOLA
MEDICINE

MacNeal Hospital has received grants from *Million Hearts*[®] and the *National Association of Chronic Disease Directors (NACDD)*

This funding is unrelated to the content of this presentation

No other conflicts of interest

What is your program's biggest retention challenge right now?



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[Revolving Door Poll | Present mode](#)

Does your program have a clinical ladder currently? RNs? EPs? RTs?

In the last year, how many staff have you lost?

Which staff turnover more – RNs, EPs, RTs?

From Survival to Sustainability: Program Transformation

2006

Staff: 1

Patient Volume: 30 pts/week

Certification: No

Professional Engagement: No

Quality projects: No

Posters or presentations: No

Speaking engagements: No

AACVPR members: 0

Program Scope: Phase II only

Internship program: No



2026

Staff: 5 clinicians

Patient Volume: 50–70 patients/day

Certification: AACVPR Program Certified and Professional

Professional Engagement: Active QI initiatives

State & national posters

Speaking engagements and committee service

AACVPR members: 5/5

Program Scope: Phase II Cardiac Rehab, Pulmonary Rehab, Phase III, Supervised Exercise Therapy (SET)

Established internship program

Why turnover hurts patients, teams, and finances

Turnover Disrupts Care

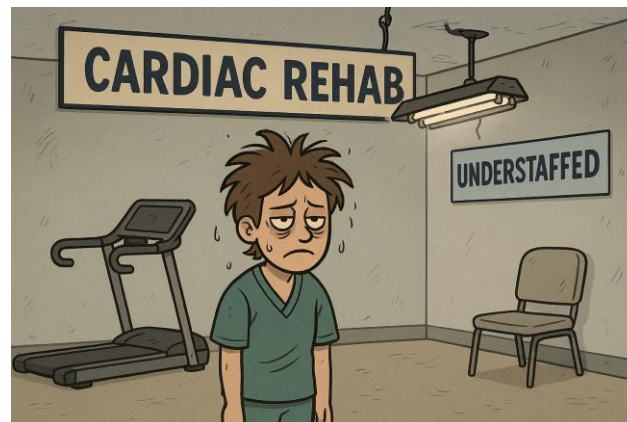
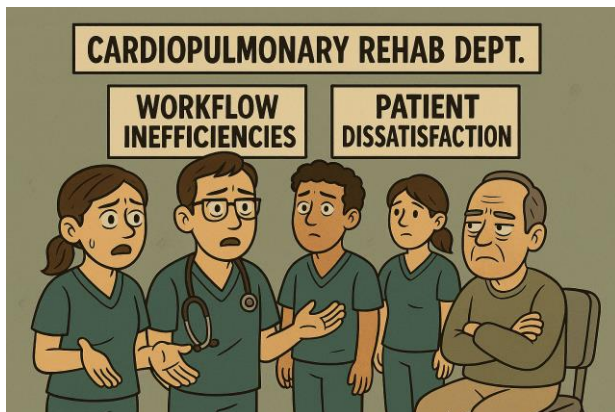
High staff turnover disrupts care, erodes institutional knowledge

Operational and Financial Strain

Frequent turnover leads to recurring onboarding, workflow disruptions, and substantial financial costs

Impact on Patient Experience

Turnover leads to workflow inefficiencies, delays, and lower patient satisfaction



The Root Causes of Turnover

- Burnout + emotional fatigue
- Limited career growth
- Lack of recognition
- Compensation or title stagnation
- Inconsistent leadership communication
- No support for certification or clinical advancement



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What High-Retention Programs Do Differently

Create structured growth pathways (Clinical Ladder)

Support certification (ACSM-CEP, CCRP, CDCES, PRC)

Support membership (ACSM, AACVPR, AARC, CEPA)

Provide leadership opportunities

Build professional identity through education, conferences, and recognition

Maintain meaningful communication



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Strategy #1: Build a Clinical Ladder That Works

Multi-level progression (I → II → III → Lead)

QI/project leadership

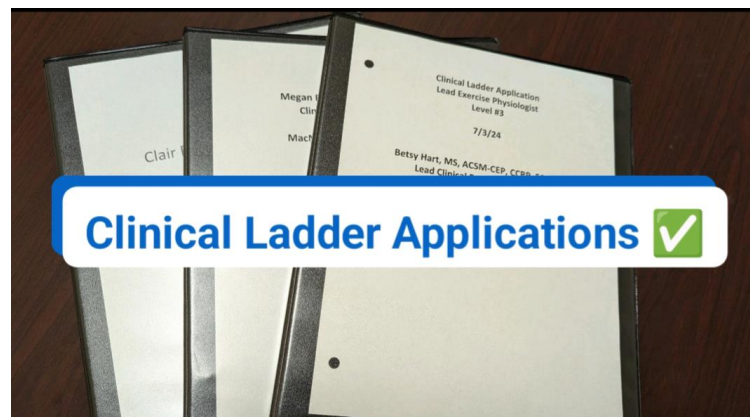
Hospital Committee participation

Community health projects (AHA Heart Walk)

Department In-Service

Preceptor roles

Specialty Certifications



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Cardiac Rehab Exercise Specialist/Exercise Physiologist

CLINICAL LADDER CRITERIA

LEVEL I - Exercise Specialist I or Exercise Physiologist I	LEVEL II - Exercise Specialist II or Exercise Physiologist II	LEVEL III - Exercise Specialist III or Exercise Physiologist III
YEARS OF EXPERIENCE		
No minimum experience	1 year or more of experience in related practice	3 + years of experience required in specialty area
LEVEL CRITERIA		
CREDENTIALS		
<p><i>BACHELOR OF ARTS OR SCIENCES</i> in Exercise Science</p> <p><i>MASTER'S DEGREE</i> Exercise Physiology</p> <p><i>ACLS</i> <i>BLS</i></p>	<p><i>BACHELOR OF ARTS OR SCIENCES</i> in Exercise Science or</p> <p><i>MASTER'S DEGREE</i> Exercise Physiology</p> <p><i>CERTIFICATION</i> by successful completion of examination by certified board</p> <p><i>ACSM - CEP Certified Clinical Exercise Physiologist</i> <i>AACVPR - CCRP</i></p>	<p><i>CERTIFICATION</i> by successful completion of examination by certified board in area of specialty or commission sanctioned</p> <p><i>EXAMPLES: AACVPR Fellow Award (FAACVPR), AACVPR Master Award (MAACVPR)</i></p>
REFERRAL DEVELOPMENT		
Participate in marketing activities. Develops strong working relationships with medical staff in clinical areas. Assist in activities to market and educate hospital on departmental services and disciplines	**Markets dept in daily interactions with physicians and referral sources and thorough participation in community relations activities. Develops strong working relationships with medical staff in clinical areas. Assist in activities to market and educate hospital on department services and discipline	**Performs selective marketing activities related to area or expertise at the direction of the manager. These may include marketing to managed care providers and industry. Works collaboratively with physicians on various activities related to patient care, referral development and program development.
EDUCATIONAL OPPORTUNITIES		
Seeks experiences to develop clinical knowledge base and technical skills.	**Completes minimum two advanced education opportunity & continued demonstration of performance through practice Ex: <i>ACSM, AHA, ACC, PCNA, AACVPR Webinars</i>	**Completes minimum 4 education opportunities & continued demonstration of performance through practice Ex: <i>ACSM, AHA, ACC, PCNA, AACVPR Webinars</i>

PRESENTATIONS

Participates and presents in in-services	**Creates/develops and presents presentation at Grand Rounds, Resident lectures, health fairs at Loyola	**Creates/develops and presents Professional Platform or Poster presentation or presentation at Grand Rounds and or at Loyola, State level (ISCHR) or National level (AACVPR)
	**Presents as guest lecturer/speaker for CME at AACVPR, ISCHR, ACSM	**Develops and conducts original content for lecture/lab practical for CME seminar at CME at AACVPR, ISCHR, ACSM

QUALITY IMPROVEMENT

<p>**Aware of quality improvement initiatives in department and across health system and seeks to incorporate information from projects into practice.</p> <ul style="list-style-type: none"> A. Reads research and quality articles B. Participates in quality assessment and improvement retrospective studies. 	<p>** Participates in quality department meetings, committees and task forces to improve care throughout the year.</p> <ul style="list-style-type: none"> A. Identifies components of the PDSA cycle. B. Maintenance of ongoing monitor C. Participates in data collection D. Identifies research and quality articles, seeking them out to resolve questions related to practice E. Develop QA/I criteria and participate and/or conduct retrospective studies 	<p>**Initiates and leads quality improvement projects with stated goals and continued effort to reach desired outcomes. Evaluates and reports outcomes of projects quarterly as delegated by manager/director.</p> <ul style="list-style-type: none"> A. Explains PDSA cycle to new staff/peers and utilizes PDSA cycle in project coordination. B. Presents at annual LUMC Quality Fair/AACVPR Annual Meeting/ISCHR Annual Meeting C. Develops quality storyboard for LUMC Quality Fair/AACVPR/ISCHR. D. Responds to research and quality articles with change in practice as appropriate. Participates in developing a clinical practice change plan for rehab-wide implementation in response to research and quality articles. Brings forward discussion of current research and recommends changes/improvement to current practice. Educates other staff across sites. E. Develop QA/I criteria and coordinate, implement and complete retrospective and prospective studies. F. Presents QA/I outcomes and educates staff at team meetings and in-services
		<p>**Initiates and leads quality clinical monitor, gathers and compiles required data and develops written analysis as requested.</p> <ul style="list-style-type: none"> A. Explains PDSA cycle to new staff/peers and utilizes PDSA cycle in project coordination. B. Presents at annual LUMC Quality Fair/ AACVPR/ISCHR C. Develops quality storyboard for LUMC Quality Fair/ AACVPR/ISCHR. D. Responds to research and quality articles with change in practice as appropriate. Participates in

Clinical Ladder

Name: _____

Date: _____

Exercise Specialist/Physiologist Clinical Ladder Application Checklist

Applying for:

- Level 2
 - Must have 1 year CR experience & 6 months working at MNH
 - Must complete 2 electives/tracks
- Level 3
 - Must have 3 years licensed & 6 months working at MNH
 - Must complete 4 electives /tracks

Basic requirements

- 1 year experience (Level 2)
- 3 years' experience (Level 3)
- 6 months working in CR at MNH

Tracks/Electives

Education

- Student Intern Supervision
 - At least 4 weeks in length
 - Confirmation letter of student assignment
 - Initialed/signed attendance sheet
 - Certificate of completion from school
- Intra-department In-service (Attend Content and Teach back to dept)
 - At least 50 minutes (Ex: AACVPR Masterclass, Billing coding workshop, etc)
 - Handout provided
 - Proposal for presentation topic or course sign up
 - Signed attendance sheet
 - Handout(s)
- Inter-department education (Ex: Teach to RN leadership/IM Resident noon conference)
 - Must be 3 hours in length (total hours spent prep & direct contact)
 - Handout/educational materials provided
 - Proposal of presentation topic
 - Signed attendance sheet
 - Handout(s)

*Multiple educational presentations on the *same topic* will count toward total time spent, but not separate electives

Name: _____

Date: _____

Clinical/Quality

- Quality Project Manager
- Scientific Poster AACVPR – Primary/Co Author
- State Conference Content Expert Speaker
- National Conference Content Expert Speaker

Administrative/Research

- Community outreach (Ex: AHA Heart Walk Team Captain)
 - Must be 5 hours in length (total hours spent prep & direct contact)
 - Proposal signed by leadership
 - Any documents related to projects completed
 - Log of time spent on project/program development
- Committee participation (Ex: ISCHR BOD, AACVPR BOD, Hospital Committee Member)
 - Committee member for at least 1 year
 - 75% attendance
 - Value and participation
 - Attendance sheet signed by committee leader (verifies participation)
 - Any documents related to projects completed for committee
- Program development (Ex: Pulmonary Rehab, Ph III other sites, LVAD, Unmonitored CR)
 - Present need, and your approach
 - Must be 10 hours in length (total hours spent prep & direct contact)
 - How are you going to measure success?
 - Proposal signed by leadership
 - Any documents related to projects completed
 - Log of time spent on project/program development
- Referral Development/Marketing CR services

Other

- Submit idea to Clinical Ladder Committee for review
 - Documentation of proposal of idea
 - Log of time spent on project
 - Relevant documents



Increase Staff Engagement: Clinical Ladder

- Exercise Specialist I, II, III (BS Prepared)
- Exercise Physiologist I, II, III (MS Prepared)
- Each Level I, II, III is compensated \$\$
- Incentivize the “extra”
 - Higher Education
 - Board or Committee position, State and National
 - Hospital Committee participation
 - Present at Grand Rounds, Resident lectures, health fairs
 - Lead quality improvement projects
 - Conduct staff in-services
 - Publish articles in professional publications (JCRP)

Clinical Advancement should be available for all Clinicians

Strategy #2: Certification Support as a Retention Tool

Provide paid prep courses, materials, or exam fees

Encourage ACSM-CEP, AACVPR – CCRP & PRC, CDCES, RN/RT

Build a culture where professional growth is expected, supported, and rewarded



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Strategy #3: Build Recognition Into the Culture

Recognition systems: Monthly team meetings

Weekly/Daily huddles

Regular 1:1 staff Check-ins

Peer recognition programs (Daisy & Petal Awards)

Celebrating milestones & achievements

Hospital Newsletter posts

Social Media recognition

LinkedIn posts



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LinkedIn = Build your professional capital

MacNeal Cardiopulmonary Rehab reposted this

Erika Corona-Owens • 1st
Marketing Leader | Brand Builder | Bilingual
1mo • Edited •

Lourdes Nicholls you are a powerhouse! Thank you for sharing your story and your mission to bring awareness to Womens heart health. ...more

Loyola Medicine
39,861 followers
1mo • Edited •

58-year-old Lourdes Nicholls has always lived an active lifestyle. A vegetarian who rarely got sick. Lourdes was concerned when she returned home with extreme tightness in her chest following a rare dust storm on May 16. ...more



You and 9 others

1 comment • 1 repost

MacNeal Cardiopulmonary Rehab
1,120 followers
2mo • Edited •

MacNeal Cardiopulmonary Rehab Celebrates #GoRedforWomen #WearRedDay #WearRedAndGive #HeartMonth Loyola Medicine MacNeal Hospital American Heart Association American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR)

Joan Reed Matthew Sapienza, MBA
Betsy Hart, MS, ACSM-CEP, CCRP, CDCES, FAACVPR Caitlyn Muhlig, MS, ACSM-CEP, CCRP Clair Fron, CCEP Grace Tylutki ACSM-CEP, CCRP Joseph Leduc Clair Fron, CCEP Charles Bareis Olivia Hyso Isabel Rodriguez Colleen Calhoun Nancy Gallegos Elizabeth Marr



78

1 comment • 10 reposts

MacNeal Cardiopulmonary Rehab
1,120 followers
2mo • Edited •

Opening Day Success!

On Tuesday, January 13th, 2026, we officially opened the new Pulmonary Rehabilitation Program at MacNeal Hospital. ...more



Stacey Greenway and 85 others

6 comments • 3 reposts



Why LinkedIn matters

LinkedIn is the world's largest professional network with over 1 billion members

An estimated 70–85% of jobs are filled by connections, not public applications

Over 70% of recruiters use LinkedIn to source, vet, and hire talent

Professionals who post, comment, and interact are more discoverable

Your profile becomes a living résumé

Sharing insights builds credibility, personal brand, and professional influence

Source: *LinkedIn Economic Graph & Talent Solutions; Statista; Data Reportal; Apollo Technical; Buffer (2025–2026)*



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Strategy #4: Leadership Through Quality Projects & Data Dashboards

Involve staff in:

Monthly data review & reporting

Dashboard creation

Outcomes tracking

QI initiatives

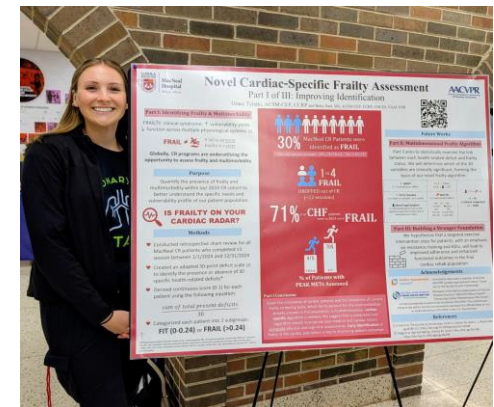
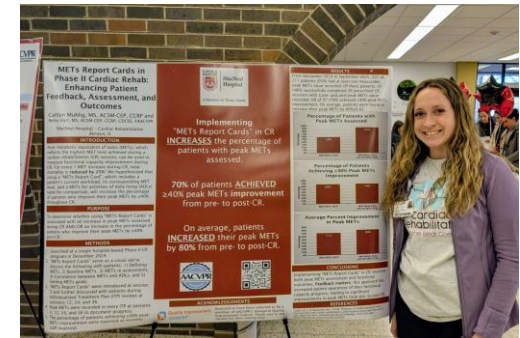
Scientific Posters

State and National Poster Presentations

State and National Speaking Engagements

Grant Writing

Improves ownership, problem-solving, and engagement



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Strategy #5: Professional Development & Philanthropy


Use philanthropy, grant, or education funds for:

- Conference attendance
- Certifications
- Leadership development
- CEUs


Empowers staff, builds loyalty, and expands expertise

 **MacNeal Cardiopulmonary Rehab**
1,120 followers
2mo • 🌐

So proud of our very own [Joseph Leduc](#) selected to participate in the second class of [American Association of Cardiovascular and Pulmonary Rehabilitation \(AACVPR\) Leadership Academy!](#) 🎉

 **American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR)**
5,749 followers
2mo • 🌐

Congratulations to the rising leaders selected to be in the 2026 cohort of the AACVPR Leadership Development Academy! 🎉 ...more



LEADERSHIP DEVELOPMENT
ACADEMY



Strategy #6: Rewrite Job Descriptions

Align job title with the actual scope and education

Reflect modern CR competencies

Clarify expectations for:

- ECG interpretation
- Patient education
- Leadership roles
- Quality involvement
- Certifications
- Internship Supervision
- Staff Competency



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Strategy #7: Build a Recruitment Pipeline

- Create internship partnerships with Exercise Science programs
- Offer structured rotation models
- Build relationships with university faculty
- Many interns become high-performing new hires



MacNeal Cardiopulmonary Rehab reposted this



Louis Mogavero • 1st

Emerging professional in cardiac rehabilitation. My values as a professional are: co...
3mo •

I've successfully completed my internship with [MacNeal Cardiopulmonary Rehab](#) as a major step toward becoming a clinical exercise physiologist.

548 internship hours later and I have learned skills that are foundational to me as a professional in the field.

I can't thank the staff enough for their incredible dedication to the field and to those emerging in the field, like me.



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Create an effective internship program



- If you don't have an internship program – START ONE NOW!!
- Call your local universities
- Interns are Built-in recruitment for new hires
- Don't limit the # of interns
- Take full-time and part-time students at the same time
- Interns keep staff on their toes
- Interns bring new ideas
- Interns make your program stronger
- Interns can provide patient education
- Interns can help with data entry
- Interns can help with ITP reviews



Interns: How do students find you?



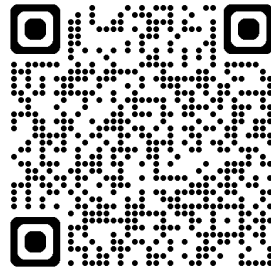
LOYOLA
MEDICINE

If you are not online - You don't exist!

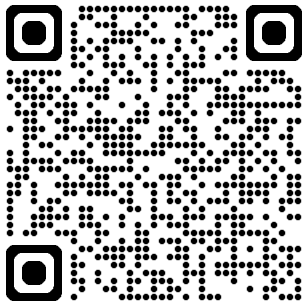
- State Affiliate Website
- CEPA
- Hospital Website
- LinkedIn

List Contact info & Internship Requirements

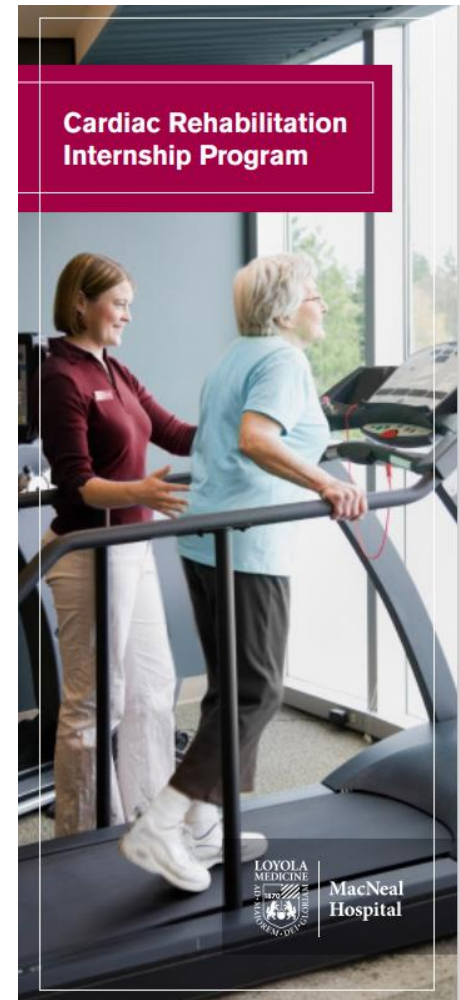
ISCHR:



CEPA:



MacNeal:



Strategy #8: Use Grants & Internal Funding

Grants (Million Hearts®, local philanthropy, system funds) can support:

- Staff development
- Pilot programs
- Innovations
- Internship pipelines
- Conference travel
- Conference CEUs



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MacNeal Success Story

LOYOLA MEDICINE
AD 1870 MAI IANUARIAM
VIVERE DEI GLORIAM

MacNeal Hospital

2025 YEAR IN REVIEW:
MacNeal Cardiac & Pulmonary Rehabilitation
A Year of Achievement & Recognition

Million Hearts®
Mini-Grant Winner

10,000+
Patient Visits

New Pulmonary
Rehab Program

Staff Achieved Triple Clinical Certifications:

- ACSM – CEP
- AACVPR – CCRP
- AACVPR – Pulmonary Rehab Cert.

\$3.6M
Gross Patient Revenue

130% Productivity

<1% Overtime

0% Staff Turnover

3 AACVPR Poster Awards:

- Innovative Poster
- People's Choice
- Best Visual Poster

2025 was a landmark year defined by clinical success, program innovation, national recognition, and team excellence.
Our department continues to set the standard.



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Marketing: Social Media



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facebook

Video Home Live Reels Shows Explore

Faces of Loyola: Cardiac rehab

Like Comment Share

6 comments · 1.8K views

in Search

You are viewing this page as a member

MacNeal Cardiac Rehab
MacNeal's Cardiac Rehabilitation department is AACVPR Certified for 15 years in a ROW!
Hospitals and Health Care - Berwyn, Illinois · 78 followers

Mark & 74 other connections follow this page

Message Following

Follow other organizations as your Page to grow visibility for MacNeal Cardiac Rehab. Get started →

Home About Posts

Overview
Welcome to the official account for MacNeal's Cardiac Rehabilitation department.
Website: <https://www.loyolamedicine.org/services/heart-and-vascular/heart-vascular-support-services/cardiac-rehab>
Phone: 708-783-2005
Industry: Hospitals and Health Care
Company size: 51-200 employees

Affiliated pages
Loyola Medicine Hospitals and Health Care
Health & 29 other connections
Following

People also follow
British Journal of Sports Medicine (BJSM) Book and Periodical Publishing
Health & 93 other connections
UVA Health Hospitals and Health Care
Health works here

Settings

Post

Loyola Medicine MD
@LoyolaMedMD

About 800,000 people in the United States have a heart attack each year. Loyola's dedicated cardiac rehab team helps patients recover and prevent future complications. During Cardiac Rehabilitation Week we honor their commitment to our patients and their families.
#CRWeek2024

3:10 PM · Feb 15, 2024 · 168 Views

Peggy Norton Rosko · 1st
Chief Nurse Executive
11mo · Edited

Great work from our Cardiac Rehab team!

Betsy Hart, MS, AC...
Doctorate Clinical Exercise Physiology Student UIC, Supervisor MacNeal Hospital...
Oak Park, Illinois
MacNeal Hospital

Grow your career and get ahead
Try Premium for \$0

Profile viewers: 340
Post impressions: 1,090

Betsy Hart, MS, ACSM-CEP, CCRP, FAACVPR · You
Doctorate Clinical Exercise Physiology Student UIC, Supervisor MacNeal Hospital...
11mo ·

Time to celebrate! 🎉 Our Loyola Medicine MacNeal Hospital #cardiacrehab program submitted our American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) Program Recertification application today and we couldn't be prouder. Congratulations to our amazing team! 🎉 Megan Bung, Clair Fron, CCEP, Emma Dunderdale, Betsy Hart, MS, ACSM-CEP, CCRP, FAACVPR, Caitlyn Muhlig, MS, ACSM-CEP, Joann Reed

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Marketing: Company Newsletter



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MacNeal Cardiac Rehab Wins Innovative Scientific Poster of the Year at National Conference

Betsy Hart, the lead clinical exercise physiologist, and Clair Fron, an exercise specialist, both from MacNeal cardiac rehab, collaborated on a scientific poster highlighting their efforts to increase enrollment numbers in PH II Cardiac Rehab at MacNeal. The poster was featured at AACVPR's National Conference in Anaheim, CA in September. MacNeal's poster was selected as the "Innovative Poster of the Year" at the Cardiac Rehab National Conference. You can stop by the cardiac rehab department at MacNeal to see the poster, which is currently on display.

Betsy Hart was also chosen to present a session "Breaking out of the Silo: Networking Within Your Hospital System" at the AACVPR National Conference. Betsy is also the president of the Illinois Society of Cardiopulmonary Health and Rehab (ISCHR) and accepted the award for Affiliate Society of the year.

[Congratulations](#), Betsy and Clair!



Team of the Week: MacNeal Cardiac Rehab

In honor of World Exercise Physiology Day on Sept. 23, we shine a spotlight on MacNeal's Cardiac Rehab Team. This exceptional team of exercise professionals, health care providers and academics is dedicated to promoting health and wellness. Their efforts highlight the crucial role clinical exercise physiologists play in enhancing health outcomes and educating the community about the benefits of exercise. Let's recognize and appreciate their valuable contributions as they continue to make a positive impact on public health. Thank you, Betsy Hart, Clair Fron, Caitlyn Muhlig, Grace Tylutki and Joey Leduc! [Let's thank our colleagues on Spirit!](#)

MacNeal's Cardiac Rehab Team Wears Red in Support of Women's Cardiovascular Health

 Kathryn Schmah
COMMUNICATIONS MANAGER

MacNeal's Cardiac Rehab Team Wears Red in Support of Women's Cardiovascular Health

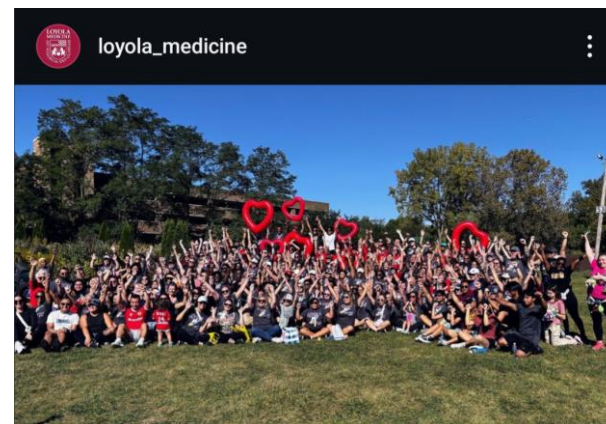
MacNeal's cardiac rehab team wore red on Feb. 7 to raise awareness about cardiovascular disease. Cardiovascular disease is the No. 1 killer of women. We wear RED to be seen, to be counted, to be heard and to make an impact. Women at every age, stage and season of life need our support as we take on our greatest health threat – cardiovascular disease.

Thank our cardiac rehab team in the comments!

Submit a story like this one, a milestone or a celebration [here](#). Nominate a Team of the Week [here](#). Interested in other news at Loyola Medicine this week? Read [Loyola Medicine Weekly](#).



MacNeal's Cardiac Rehab Team Wears Red



Take-Home Retention Framework

Grow them → Support them → Recognize them → Advance them → Keep them



Retention is not an accident - it's a strategy



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Ways to Grow



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LEADERSHIP DEVELOPMENT
ACADEMY

Join Our *New*

**Quality
Improvement
Cohort**





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One thing can you implement next week?
One thing you can implement in 30 days?
One thing you can implement in 90 days?

Questions?



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Betsy Hart, MS, ACSM-CEP, CCRP, CDCES, FAACVPR

Program Supervisor, Cardiopulmonary Rehab - MacNeal & Loyola Hospitals

Past President – ISCHR 2025-2026

Chair - AACVPR Member Affiliation Relations Committee

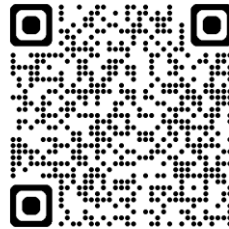
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BETSY.HART@luhs.org



Betsy Hart LinkedIn



MacNeal CR LinkedIn



MacNeal Internship