

# Goals and Metrics Tracking in a Nursing Professional Development Department

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## Background Information

At Children's Hospital Los Angeles, the Sr. NPDS role oversees centralized programs and projects. They meet monthly to facilitate cross-department collaboration and together identified a gap in understanding how individual programs and goals were progressing along with what data was tracked for the programs. They also wanted to understand workload peaks and valleys across the fiscal year to better support each other.

## Inquiry

Nursing professional development specialists (NPDS) rely heavily on data to inform programmatic development and to track and trend key outcomes, but that data is often not readily accessible or aggregated in a way that supports communication with stakeholders across the organization. In their roles as informal leaders within the organization, NPDS need to have ready access to metrics that can inform continuous process improvement and demonstrate their impact.

## Purpose

**Objective:** To establish a standardized process for goal progress and metrics tracking among a Nursing Professional Development team.

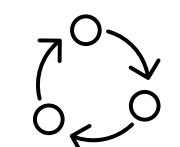
**Goals:** The creation of this standardized process will support data-informed decision-making, communication with NPD leaders about program progress and challenges, and a culture of transparency around workload and outcomes. This will support our team in meeting their fiscal year goals.

## Recommendations

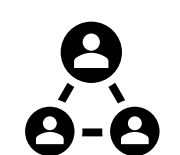


**Develop two spreadsheets with aggregated information about all department programs:**

1. Goal progress tracking
2. Metrics tracking

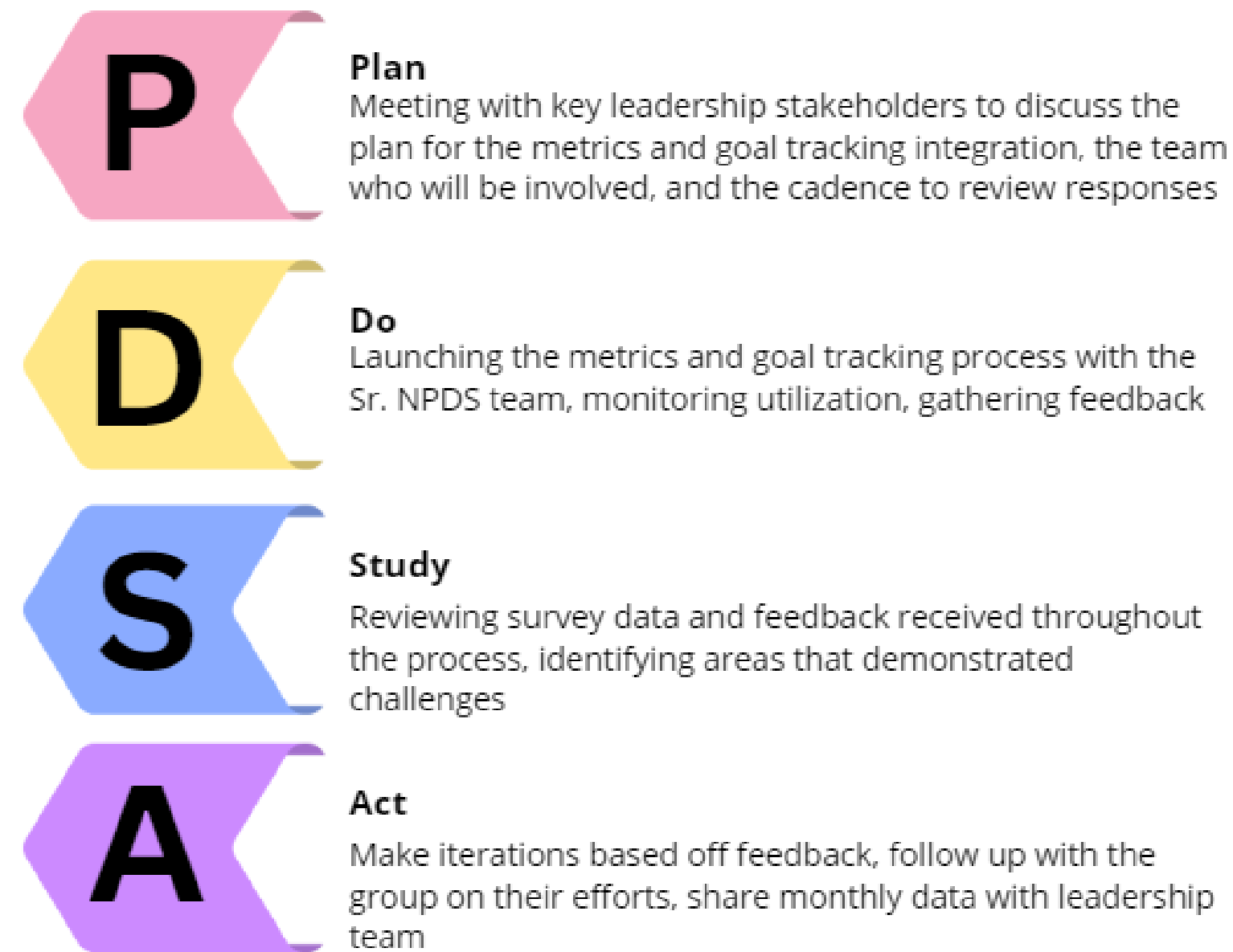


**Establish a process** for monthly data entry and goal spotlight report to be reviewed by department leadership and the Sr. NPD team



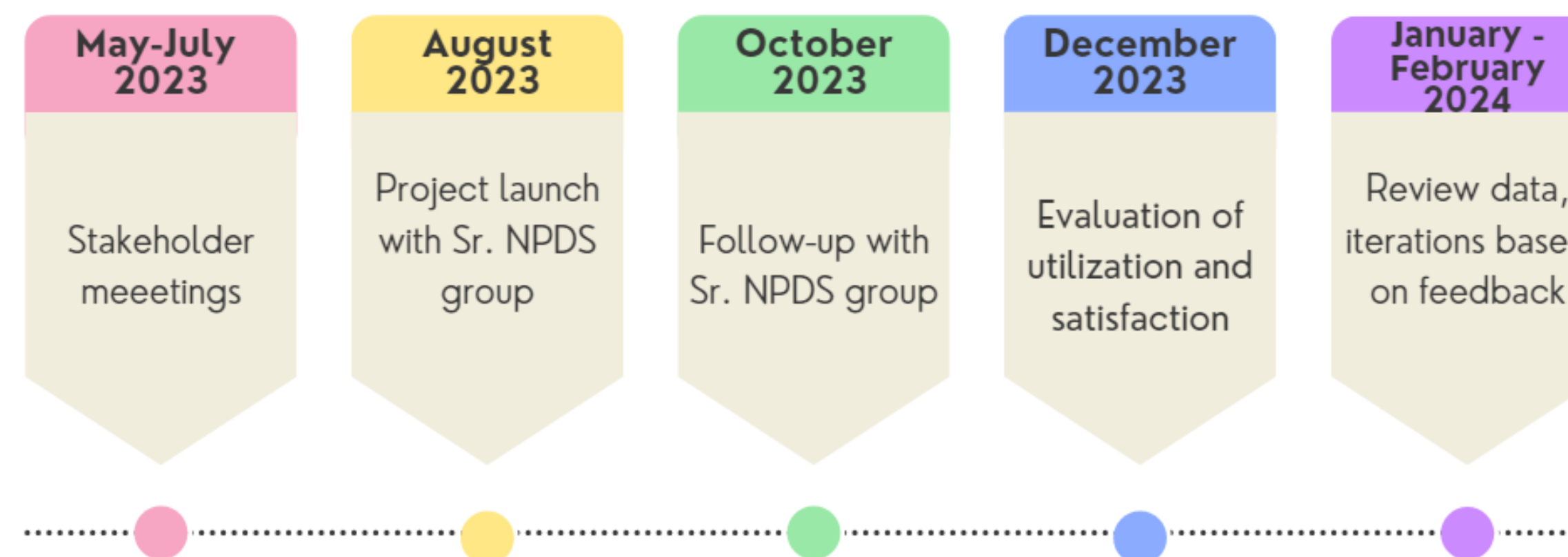
**Test and refine this process** making adaptations with feedback from users

## Model



(Institute for Healthcare Improvement, 2017)

## Implementation Plan



**July 2023:** Gap identification, pre-implementation survey, metrics tracker, and plan for tests of change developed

**August 2023:** Pre-implementation survey administered; metrics and goal tracker process implemented

**October 2023:** PDSA cycle to revise template format and include professional development associates in the data entry process; post-implementation survey developed

**December 2023:** Post-implementation survey administered; PDSA to establish a process for leadership review of metrics and goal trackers

**January 2024:** Post-implementation survey results shared with Sr. NPDS group, PDSA to create report-out structure and enhance sustainability

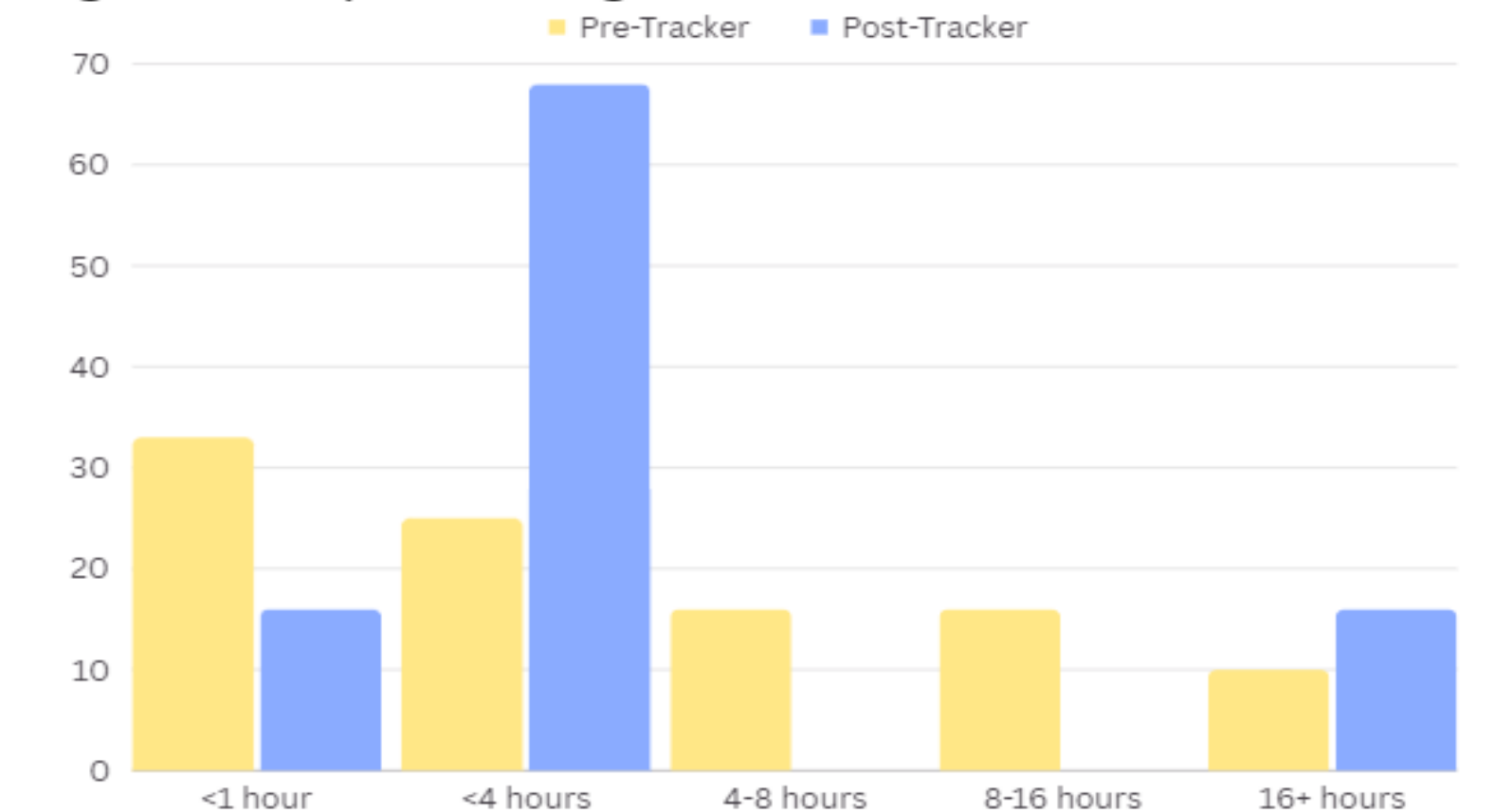
**February 2024:** Continued utilization of tracker, monthly report out highlighting goal completion and areas requiring further support to department leaders, looking at mirroring process for other NPDS, and using the tool for upcoming fiscal year goals

## Outcomes

The Sr. NPDS team and leaders shared rich feedback throughout the process, in which iterations were made to the goal and metrics tracking template and process. These include:

- Enhancing access so that Professional Development Associates can enter data routinely
- Adding comments to add a narrative to the data points and goal status being entered
- Creating drop-down options so that each item can be linked to an ANPD throughput or strategic goal
- Creating an expectation that these are due monthly so the leadership team can review and discuss outcomes and areas that need support

**On average, if you needed data (for any program, at any given time), how long would it take for data retrieval?**



## Future Direction/Sustainability

To support sustainability, key strategies included obtaining leadership buy-in and incorporating this work into an existing structure with assigned owners. For future directions, this work can be translated to other roles with centralized functions, such as other Nursing Professional Development Specialists and Clinical Nurse Specialists.

## References and Contact



## Acknowledgements

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