

A Nursing Professional Ladder Redesign Reignites Passion for Promotion



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BACKGROUND

The purpose of the Nursing Professional Ladder (NPL) program is to promote nursing excellence and career advancement for registered nurses.

Nursing Professional Ladder is an ongoing program to encourage, recognize, and reward registered nurses in pursuit of professional development by evaluation of exemplary professional practice, transformational leadership, structural empowerment, and new knowledge and innovations.

CHLA RN Professional Ladder was established in the 1980s. In 2021, the NPL committee solicited feedback about the application and promotion process via survey from RNs who previously applied and were promoted through the NPL.

Feedback from the application and promotion process survey identified several opportunities for improvement:

- Application was overwhelming and confusing
- Expectations were unclear and inconsistent
- Too much to write and to print (5 copies of application to be submitted, one for each reviewer).
- Required case study needs to be changed
- Application evaluation was subjective
- Applicants need more guidance and mentoring
- Questions were repetitive
- Requirements were not transparent
- RNs not held accountable after promotion

IMPLEMENTATION

To achieve these goals the committee reviewed the literature, other professional ladder applications and conducted a survey of current RN III/IV RNs regarding current processes. Resulting in the following updates to the professional ladder application:

Eliminations	Additions
<ul style="list-style-type: none"> • Manager Evaluations • Case Study • Care Plan • Resume • Annual Review • 5 Paper Packet Copies 	<ul style="list-style-type: none"> • NPL Workshop • Mentor • 3rd Peer Recommendation • Electronic Submission • Letter of Intent • Clinical Exemplar • PI/QI Project • Clear Rubrics • Point System

Prior to the roll-out of the new NPL program, committee members:

- Trained to become mentors.
- Performed interrater reliability scoring sessions on mock applications.
- Designed the NPL Workshop for applicants.
- Created public SharePoint site for NPL Program resources.

The NPL Committee strived for transparency with the redesign and role out of the new application. An implementation campaign focused on promoting the components of the revamped application, mentor support, and educational workshop.

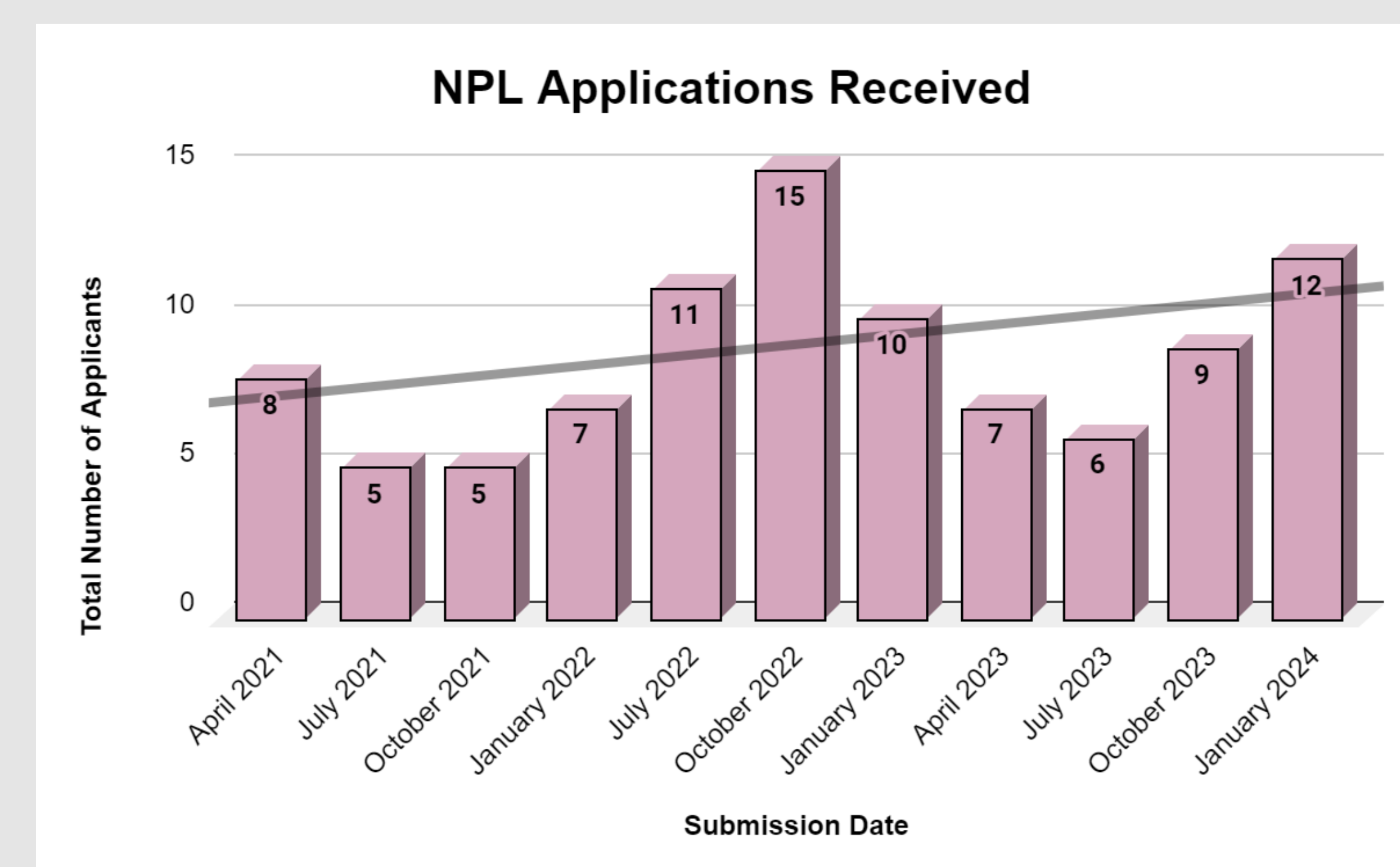
- Presentations for all managers and supervisors.
- Held info sessions for interested applicants.

After redesigned NPL program campaign:

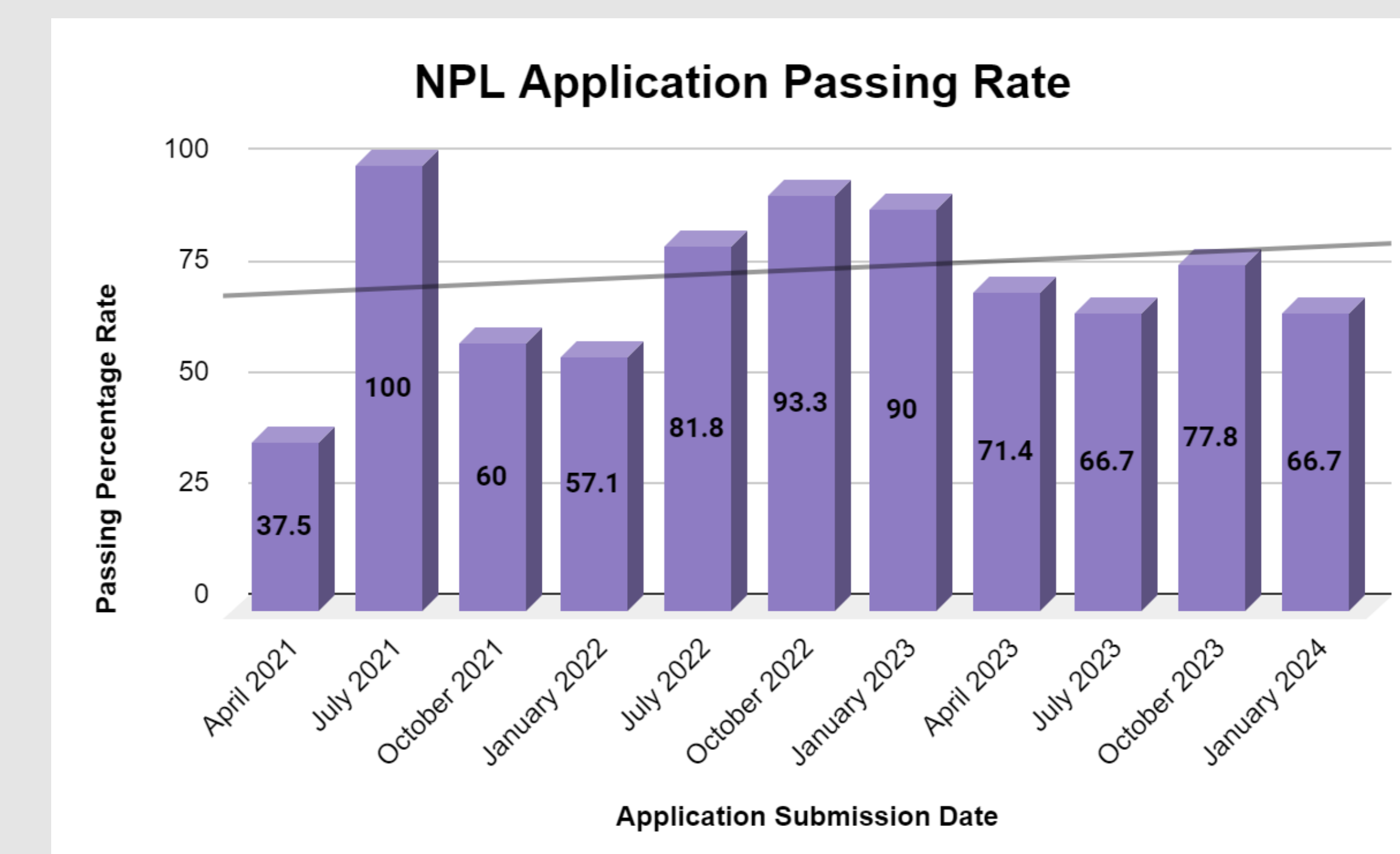
- Started accepting Letters of Intent in January 2022
- Sunset old application process after January 2022 submission date.
- Uploaded all new application documents to SharePoint.
- Paused Submissions in Apr 2022 to hold first series of NPL workshops.
- July 2022 electronic submissions of new applications opened, were submitted, reviewed, and promotions granted.
- Post-application submission survey sent to applicants for feedback.

OUTCOMES

The intention of the redesign was to create a NPL program that fostered, recognized, and rewarded registered nurses in their pursuit of professional development. Several metrics were measured. Two of the primary outcomes measured were total number of applicants and application passing rate.



The above graph compares the total number of applications received the 4 quarters prior to the redesign to the past seven quarters after the implementation of the new ladder. We have consistently seen an increase in quarterly submissions.



The above graph compares and trends the NPL application passing rate. Initially, there was a steep increase in rates the first 4 quarters after the redesign launched. Since, there has been a slight drop in passing rates. However, rate has stabilized and is consistent. Overall, there has been an increase in passing rates with the new program.

PLAN APPROACH & GOALS

The Nursing Professional Ladder (NPL) Committee came together around a common vision to improve the application process for promoting nursing excellence and career advancement.

NURSING PROFESSIONAL LADDER (NPL)

Promoting nursing excellence and career advancement for Registered Nurses
The Nursing Professional Ladder is an ongoing program to encourage, recognize, and reward registered nurses in pursuit of professional development by evaluation of exemplary professional practice, transformational leadership, structural empowerment, and new knowledge and innovations.

Create opportunity for career advancement as professional nurses	Foster collegiality among professional nurses and interprofessional teams	Recognize and reward nurses who meet professional ladder standards for advancement	Mitigate biases in the promotion of professional nurses throughout the nursing ladder

OUTCOMES

Through thoughtful review of the available evidence and incorporation of prior professional ladder recipient's feedback, CHLA's NPL redesign has successfully reignited the passion for professional development and promotion. The enthusiasm and engagement that has grown out of the redesign has further led to an increase in promotions and more applicants applying across the organization.

REFERENCES / ACKNOWLEDGEMENTS

Please scan the QR Code to access digital reference list and copy of poster. For any questions, please reach out via to the email addresses included with the QR code.



We would like to acknowledge the entire NPL committee for their dedication and on-going commitment to improving the NPL process for nurses.