

## Organizational Development and Professional Practices in Healthcare Organization

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### Organizational Development Educational Initiatives

The core programs empower organizational effectiveness and performance and build sustainable quality programs and services. Professional Development activities are offered on a basis of need, while skills development is based on data from insurance, accreditation, risk, contractual agreements, Occupational Health & Safety guidelines, and formal and informal needs assessments. The table below list examples of current Core Programs, Professional Development, and Skills Development initiatives.

Core Programs	Professional Development	Skills Development
Orientation	Effective Communication	CPR
Customer Services	Critical Thinking/Decision Making	Computer Training
Leadership	Motivational Events	Emergency Preparedness/Safety
Mentorship	Stress Management	Nonviolent Crisis Intervention
Career Development		Clerical Skills Development
Team Effectiveness		

## Program Accountability

To ensure the effectiveness of programs and initiatives, the Organizational Development and Professional Practices organization is developing a performance measurement process. This process will develop and report a balanced set of measures representing program success at the participant and organizational levels. Resources dedicated to program evaluation will be allocated based on a set of criteria developed by the OD and Professional Practices organization. Each month, a summary scorecard of results will be distributed to the board in an effort to report progress. A detailed scorecard will be available through the OD and Professional Practices organization for those interested in specific ratings and the methodology used to evaluate each program. The target percentage of programs evaluated by each performance measures are represented below.

Level 1: Participant reaction, satisfaction, and planned action	100 %
Level 2: Participant learning	50 %
Level 3: Application and implementation of skills and knowledge learned	30 %
Level 4: Impact on organizational measures	10%
Level 5: Return on investment in OD and Professional Practices programs	5 %

### Summary Scorecard

#### Indicators

Indicators represent the investment the organization makes in the OD and Professional Practices programs. They monitor the activities taking place in the OD and Professional Practices organization.

	J	F	M	A	M	J	J	A	S	O	N	D
<b>Percent of employees trained</b>												
<b>Productivity*</b> <small>*Productivity rate: Total training/contact hours ÷ total hours worked.</small>												
<b>Self-directed activities</b>												
<b>Program development time*</b> <small>*Development time: Development time ÷ total hours worked</small>												

**Level 1: Participant reaction, satisfaction, and planned action**

Level 1 evaluation is important to program developers in improving program facilitation, materials, and the learning environment. It is also important in predicting actual use of what is learned during a program. The results reported here represent the average rating on a scale of 1 to 5 as to the extent to which participants agree with measures that predict actual application of learning and knowledge.

	J	F	M	A	M	J	J	A	S	O	N	D
<b>Percent of programs evaluated at this level</b>												
<b>Intent to use knowledge/skills</b>												
<b>Relevance of knowledge/skills to job</b>												
<b>Importance of knowledge/skills to job</b>												
<b>Amount of new information</b>												
<b>Recommend to others</b>												
<b>Good investment of organization resources</b>												

**Level 2: Learning**

Evaluation at Level 2 provides an indication that learning is taking place. While this is only reserved for 50% of our programs, it is an important indication that participants have learned and are confident to apply the knowledge/skills learned when they return to their jobs. This reports the average ratings on a scale of 1 to 5, the extent to which knowledge improved as a result of the program and participants are confident to use knowledge and skills.

	J	F	M	A	M	J	J	A	S	O	N	D
<b>Percent of programs evaluated at this level</b>												
<b>Improved knowledge/skills</b>												
<b>Confident to use knowledge/skills learned</b>												

### Level 3: Application and Implementation

Evaluation at Level 3 provides an indication of the actual use of knowledge and skills learned during the program. It also provides evidence of barriers preventing the use of knowledge and skills, and enablers supporting the use of knowledge and skills learned. The results are the average rating on a scale of 1 to 5 as to the extent to which participants applying their knowledge and skills.

	J	F	M	A	M	J	J	A	S	O	N	D
<b>Percent of programs evaluated at this level</b>												
<b>Effectiveness of use of knowledge/skills</b>												
<b>Frequency of use of knowledge/skills</b>												
<b>Importance of use of knowledge/skills</b>												
<b>Key barriers to use of knowledge/skills</b>												
<b>Key enablers to use of knowledge/skills</b>												

### Level 4: Impact

Level 4 evaluation provides evidence of the direct impact select OD and Professional Practices programs have on critical outcomes. This reports the average ratings on a scale of 1 to 5, the extent to which programs positively influence these measures. Methods used to isolate the effects of the programs on these measures are available in the detailed scorecard.

	J	F	M	A	M	J	J	A	S	O	N	D
<b>Percent of programs evaluated at this level</b>												
<b>Productivity</b>												
<b>Quality</b>												
<b>Patient Satisfaction</b>												

## Level 5: Return on Investment

Evaluation at Level 5 compares the monetary benefits to the costs of the program. This reflects the average costs, monetary benefits, and ROI for all programs evaluated at this level during each month. Because there is often a wide disparity in monetary benefits of the programs, a range is also provided.

	J	F	M	A	M	J	J	A	S	O	N	D
<b>Percent of programs evaluated at this level</b>												
<b>Average monetary benefits</b>												
<b>Average costs per program</b>												
<b>Average ROI</b>												
<b>Range of ROI</b>												

## Intangible Benefits

Intangible benefits are those benefits not converted to monetary value. These are additional benefits identified by participants.

	J	F	M	A	M	J	J	A	S	O	N	D
<b>Intangible benefits</b>												