

Implementation of Rubrics for a Case Management Clinical Ladder Program

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Background

- The James Care Management Department and OSUWMC Case Management implemented a case manager clinical ladder program in 2014
- There are 20 activities available for staff to obtain the required points for advancement or maintenance
- Point values for activities range from one point up to 20 points
- Several activities have multiple levels of possible points (ie. participant versus lead) and this can lead to confusion by candidates on the potential points available
- The Case Management Clinical Ladder Review Committee decided rubrics could be helpful for both candidates and committee

Project Objectives

- Develop a set of rubrics for use by candidates and committee members.
- Improve candidate submission process and understanding of the criteria for each activity for clinical ladder packet preparation to increase their confidence.
- Establish a formal, consistent, and objective review process for the clinical ladder submissions.

Implementation Framework

- A literature review identified rubric types and clinical ladder programs
- Rubrics were created for each possible activity- 32 rubrics total
- Rubrics were reviewed by and revised in consultation with Management and Department Educator
- Clinical Ladder Committee piloted the new rubrics with 2020 clinical ladder submissions
- Rubrics were revised based on committee feedback and handbook updates
- Rubrics approved by the Clinical Ladder Committee
- Developed/conducted an education session for candidates on the rubrics
- Rubrics distributed to candidates to use with 2021 submissions
- Committee used new rubrics for the 2021 submission review

Rubric Example

Department Project or Activity	
Points Earned	Requirements
0 1 2	Detailed well written overview of the project including a description of the goal of the project and its objectives.
0 1 2 3	Detailed well written description of the data collection and evidence of implementation.
0 1 2	Detailed well written description of the project results or analysis (measurement post project/activity).

Data Collection Method

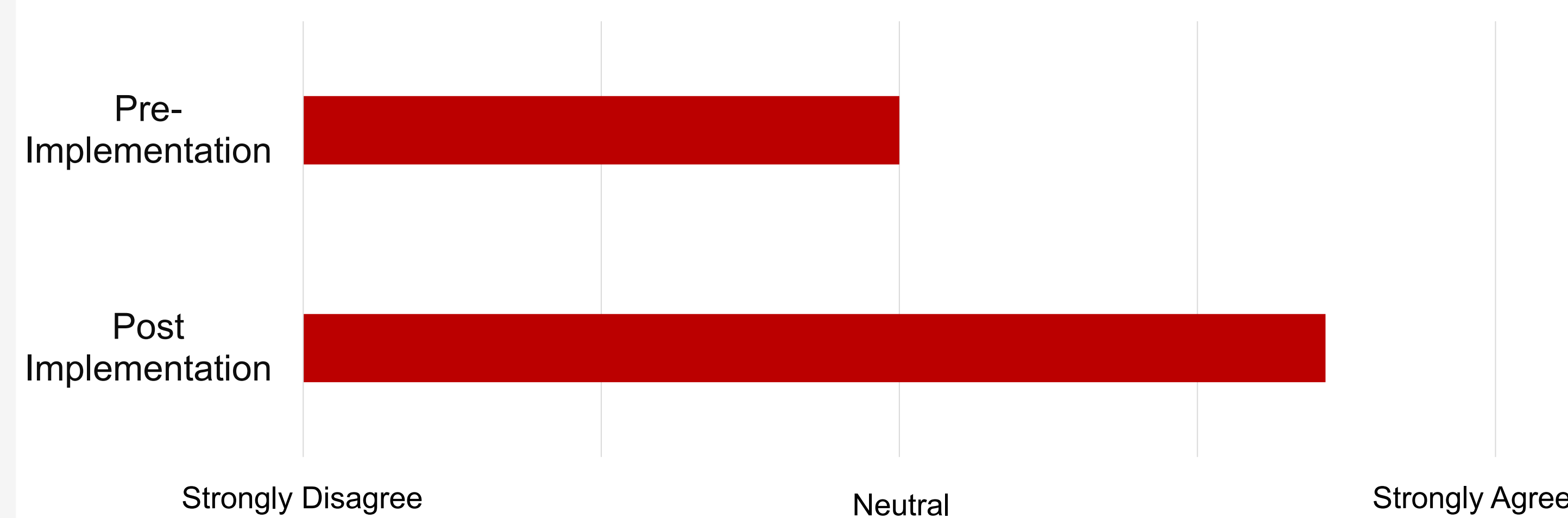
Qualtrics surveys were utilized to collect data from committee and candidates to identify the need for rubrics and to determine the success of the rubrics after implementation. Open text questions were provided on the surveys to gain insight about suggestions to improve the rubrics.

The surveys for the candidates were sent to the 2020 (pre-implementation) and 2021 (post implementation) clinical ladder candidates after submission. A limitation was that the survey pool was small and not all responded. Due to COVID-19, there was also a smaller group of clinical ladder candidates in 2020 and only one respondent was new to the clinical ladder program.

Population	Pre-Implementation	Post Implementation
Committee	7	7
Candidates	12	16

Results

Committee Surveys: “Committee Scores Clinical Ladder Packets Equally”



Candidate Surveys



Committee and Candidate Feedback

“Overall, the rubrics are a great addition to our clinical ladder program, elevating our practice as a department. As a clinical ladder review committee, the rubrics made scoring the applicants’ submissions so much easier and made it more fair and comprehensive across the board.”

“I have successfully completed several years of clinical ladder. This year I can say I feel more confident because of the clinical ladder rubrics project that you implemented. It is such a useful tool to be able to review the activity requirements in order to obtain the required points.”

“It was very helpful and I’m looking forward to using it again next year.”

Conclusions/Next Steps

- Although the sample size was small, the survey results indicate that rubrics were successful and an improvement to our clinical ladder program.
- Rubrics will be maintained in correlation with handbook updates
- The social workers in the James and OSUWMC also have an advancement program. Many of the activities are comparable to the case management program. The rubrics for the Case Management Clinical Ladder could be adapted for the Social Work Advancement Program.
- The rubrics have been shared with other departments in our institution for consideration of implementation to improve structure and scoring consistency in their advancement/clinical ladder programs.

References

- Brookhart, S. (2018). Appropriate Criteria: Key to Effective Rubrics. *Frontiers in Education*, Volume 3, Article 22.
- Meucci, J., Moore, A., & McGrath, J. M. (2019). Testing evidence-based strategies for clinical ladder program refinement. *JONA: The Journal of Nursing Administration*, 49(11), 561–568.
- Teacher Vision. The advantages of rubrics: Part One in a five-part series. *TeacherVision.com*. Retrieved March 16, 2020, from <https://www.teachervision.com/teaching-strategies/the-advantages-of-rubrics-part-one-in-a-five-part-series>.
- Additional references available upon request.

Ongoing Research

I would like to know about clinical ladder programs at other institutions. If you would be willing to answer questions about clinical ladder at your institution, please scan this QR code.

Thank you very much for your interest in my project.

