

Learning Operations Infrastructure

Building Strategic Systems for Healthcare Learning & Development

The Challenge

A healthcare organization's learning and development function lacked standardized processes for managing learning requests, evaluating program effectiveness, and measuring business impact. Stakeholders across the organization submitted ad-hoc requests without clear priorities or strategic alignment. The L&D team needed consistent frameworks to collaborate effectively, make data-driven decisions, and demonstrate value to organizational leadership.

My Role & Approach

Led the design and implementation of foundational learning operations systems to improve strategic alignment and measurement consistency.

- **Designed standardized intake process** for learning requests, creating structured questions that surface business needs, success criteria, and stakeholder priorities
- **Developed evaluation question bank** for organizational surveys, applying Kirkpatrick framework to ensure consistent measurement across programs
- **Contributed to evaluation framework design**, establishing protocols that connect learning initiatives to measurable business outcomes
- **Facilitated cross-functional working groups** to ensure systems met diverse stakeholder needs and gained organizational buy-in
- **Created documentation and training materials** to support adoption of new processes across the L&D team

Key Deliverables

1. Intake Process Design

Structured questionnaire and workflow that standardizes how the organization evaluates and prioritizes learning requests:

- Business problem identification questions
- Stakeholder alignment criteria
- Success metrics definition prompts
- Resource requirement assessment
- Strategic priority scoring framework

2. Evaluation Survey Bank

Comprehensive question library aligned to Kirkpatrick's four levels of evaluation:

- **Level 1 (Reaction):** Satisfaction and relevance questions
- **Level 2 (Learning):** Knowledge and skill assessment items
- **Level 3 (Behavior):** Application and transfer questions
- **Level 4 (Results):** Business outcome measurements

Questions designed for reuse across programs while maintaining consistency in data collection and analysis.

3. Evaluation Framework

Strategic approach connecting learning programs to business outcomes:

- Evaluation planning templates
- Measurement strategy guidelines
- Data collection protocols
- Outcome reporting standards

Impact & Outcomes

Improved Strategic Alignment

- Standardized intake process ensures all learning requests include clear business justification and success criteria
- Teams now evaluate requests against consistent criteria before committing resources
- Reduced time spent clarifying project scope and stakeholder expectations

Consistent Measurement Approach

- Evaluation question bank provides reliable, validated questions across all programs
- Data from different programs can now be compared meaningfully
- Organization can identify patterns in learning effectiveness across business units

Enhanced Collaboration

- Cross-functional working groups built shared understanding of L&D priorities
- Documentation provides clear reference point for decision-making
- New team members onboard more quickly with established processes

Foundation for Data-Driven Decisions

- Consistent data collection enables trend analysis over time
- Leadership receives comparable metrics across learning initiatives
- Organization can make informed decisions about learning investments

Strategic Approach

This project exemplifies building operational infrastructure that enables strategic L&D work:

Systems Thinking: Rather than addressing individual project challenges, designed reusable systems that benefit the entire function

Framework Application: Applied established models (Kirkpatrick) to create credible, professional evaluation standards

Stakeholder Engagement: Facilitated collaborative design process to ensure adoption and practical usability

Scalability: Created tools and processes that work across diverse learning initiatives and business contexts

Measurement Focus: Prioritized evaluation and business impact from the foundation of new systems

Relevant Skills Demonstrated

- Learning operations management
- Process design and optimization
- Evaluation framework development
- Stakeholder facilitation and change management
- Documentation and knowledge management
- Systems thinking and strategic planning
- Application of instructional design frameworks
- Cross-functional collaboration

Context

Organization: Healthcare organization

Role: Senior Instructional Designer

Duration: Multi-phase project over 6 months

Collaborators: L&D leadership, cross-functional stakeholders, SMEs across business units

This case study demonstrates strategic thinking beyond course development—designing the operational infrastructure that enables effective, measurable learning at scale.