

Pathway to Excellence®: 2012 Manual Clarifications Update 1 Issued: February 20, 2013

The following information serves as an update to the 2012 Pathway to Excellence® Application Manual.

Chapter 3, Chapter 7, Appendix A and 16 Elements of Performance (EOP) within Chapter 5 have undergone revised wording to clarify their original intent. The revised wording is listed below. During the preparation and submission of documents, please use the blue wording stated in the “Revised Wording to Clarify Intent” column to replace what is currently printed in the manual.

Note: When completing your documentation, please be certain to include all 91 Elements of Performance.

CHAPTER 3: PATHWAY TO EXCELLENCE DOCUMENT PREPARATION GUIDELINES		
Page 10	2012 Application Manual	Revised Wording to Clarify Intent
EOP Narratives	<p>Many of the Elements of Performance request specific examples. Give sufficient examples from different departments or units that represent a variety of specialties and nursing leadership. Although not every unit or clinical area must be represented in the selected examples, providing a variety of examples will better reflect what is operationalized in the organization. Recent examples best illustrate the work environment for the nursing staff. Do not provide examples other than those requested in each Element of Performance. Additional examples will not be evaluated.</p> <p>If an Element of Performance asks for information relevant to a specific time frame, include the dates and additional data as applicable.</p>	<p>Many of the Elements of Performance request examples. Although not every unit or clinical area must be represented, providing a variety of examples throughout the document will better reflect the Practice Standards being fully developed and integrated throughout the organization. Recent examples best illustrate the current practice environment for nurses.</p> <p>If an EOP asks for a specific number of examples, do not provide more examples than requested. Additional examples will not be evaluated.</p> <p>If an Element of Performance asks for information relevant to a specific time frame, include the dates and additional data as applicable. The endpoint to be used for the time frame is the date the documents are due to the program office.</p> <p>For example, EOP 5.7 requires organizations to: “Describe the CNO’s leadership development activities to increase knowledge and role competence within the last 24 months. Include the date of each activity.” If an organization is submitting documents on August 1, 2013, to meet the 24 month requirement the activities would need to occur between August 1, 2011 and August 1, 2013.</p>

Page 10	2012 Application Manual	Revised Wording to Clarify Intent
Confidential Information	In accordance with Health Insurance Portability and Accountability Act (HIPAA) regulations, avoid including patient-specific information or employee-specific information as exhibits. If confidential information is used in the narrative or as an exhibit, be sure to remove all identifying information prior to submission.	In accordance with Health Insurance Portability and Accountability Act (HIPAA) regulations, avoid including patient-specific information as exhibits. If confidential information is used in the narrative or as an exhibit, be sure to remove all identifying information prior to submission. (Employee specific information is permitted and thus has been removed from paragraph).
CHAPTER 5: PATHWAY TO EXCELLENCE PRACTICE STANDARDS		
Standard 2	2012 Application Manual	Revised Wording to Clarify Intent
EOP 2.9	Provide an example of how a direct care nurse(s) has been involved in resolving a safety issue in the organization.	Provide an example describing how the involvement of a direct care nurse(s) contributed to resolving a safety issue within the organization.
Standard 3	2012 Application Manual	Revised Wording to Clarify Intent
EOP 3.4	Using the example provided in EOP 3.3, describe how the patient care or professional practice concern was evaluated as part of the organization's trend-monitoring process.	Using the example provided in EOP 3.3, describe how the organization: <ul style="list-style-type: none"> • evaluated the concern • monitored the concern for trends
EOP 3.5	Describe an educational offering provided to nurses about the system(s) to address patient care or professional practice concerns, excluding orientation. Describe how the organization ensured the appropriate nurse(s) received the information.	Excluding orientation, describe how the nurses are instructed about the system(s) described in 3.1 or 3.2. Describe how the organization ensured the appropriate nurse(s) received the information.
Standard 4	2012 Application Manual	Revised Wording to Clarify Intent
EOP 4.1	Provide evidence that all the following topics are addressed during the orientation process: <ul style="list-style-type: none"> • Mission, vision, and values • Standards of practice • The systems for addressing concerns about patient care and practice • Nursing shared governance model • Performance evaluation process 	Describe and provide documented evidence that all the following topics are addressed during the orientation process: <ul style="list-style-type: none"> • Mission, vision, and values • Standards of practice • The systems for addressing concerns about patient care and practice • Nursing shared governance model • Role-specific performance evaluation process

Standard 5	2012 Application Manual	Revised Wording to Clarify Intent
EOP 5.5	Provide one narrative written by the CNO demonstrating the impact of the CNO's advocacy for a patient.	Provide one narrative written by the CNO demonstrating how the CNO has advocated for a patient. Include the impact of the CNO's advocacy for that patient or overall patient care.
EOP 5.6	Provide one narrative written by the CNO demonstrating the impact of the CNO's advocacy for a direct care nurse.	Provide one narrative written by the CNO demonstrating how the CNO has advocated for a direct care nurse. Include the impact of the CNO's advocacy.
Standard 7	2012 Application Manual	Revised Wording to Clarify Intent
EOP 7.3	Provide one example of how wage or salary differentiation was based on education, expertise, or experience.	Provide one example of a situation in which a nurse's wage or salary was differentiated based on his or her education, expertise or experience.
Standard 8	2012 Application Manual	Revised Wording to Clarify Intent
EOP 8.5	Provide one example of recognition awarded by an external entity to the organization in which nursing was highlighted by the external entity.	Provide one example of recognition awarded by an external entity in which nursing was highlighted by the external entity.
EOP 8.6	Provide two examples of how nurses were recognized for achieving quality outcomes or benchmarks.	Provide two examples of how nurses (not the organization) were recognized when quality outcomes or benchmarks were achieved.
Standard 9	2012 Application Manual	Revised Wording to Clarify Intent
EOP 9.2	Describe the involvement of direct care nurses in developing routine schedules.	Describe the involvement of direct care nurses in creating routine schedules that fosters work life balance.
EOP 9.7	Describe how the organization provides the opportunity for nurse(s) to care for oneself during work hour.	Describe how the organization provides opportunity(s) for nurse(s) to care for oneself during work hours.
Standard 10	2012 Application Manual	Revised Wording to Clarify Intent
EOP 10.3	Provide two examples of how the organization has advanced interdisciplinary practice.	Provide two examples of how interdisciplinary collaboration has advanced practice within the organization.
EOP 10.5	Describe non-retaliatory protections the organization has established for reporting and addressing disrespectful conduct, harassment, abuse, or violence between and among physicians, nurses, and other team members.	Describe non-retaliatory protections the organization has established for reporting and addressing disrespectful conduct, harassment, abuse, or violence between and among physicians, nurses, and other team members, including contracted staff.

Standard 11	2012 Application Manual	Revised Wording to Clarify Intent
EOP 11.2	Provide one narrative demonstrating the impact of a nurse manager's advocacy for a patient.	Provide one example demonstrating how a nurse manager has advocated for a patient. Include the impact of the advocacy for that patient or overall patient care.
EOP 11.3	Provide one narrative demonstrating the impact of a nurse manager's advocacy for a direct care nurse.	Provide one example demonstrating how a nurse manager has advocated for a direct care nurse. Include the impact of the advocacy.
EOP 11.5	Describe and provide documented evidence that one of the following is in place for nurse managers: <ul style="list-style-type: none"> • Performance evaluation is based on predetermined outcome measures. • Performance evaluation incorporates feedback from peers or subordinates. • Incentive awards (monetary or nonmonetary) are provided for achieving outcomes beneficial to patients or the organization. 	Describe and provide documented evidence that one of the following is in place specific to nurse managers as leaders in the organization: <ul style="list-style-type: none"> • Performance evaluation is based on predetermined outcome measures. • Performance evaluation incorporates feedback from peers or subordinates. • Incentive awards (monetary or nonmonetary) are provided for achieving outcomes beneficial to patients or the organization.
CHAPTER 7: PATHWAY TO EXCELLENCE POST-DECISION RESPONSIBILITIES		
Page 27	2012 Application Manual	Revised Wording to Clarify Intent
	<p>COMPLIANCE WITH FEDERAL LAWS AND REGULATIONS</p> <p>Pathway to Excellence organizations and applicant organizations are expected to comply with all federal laws and regulations administered by the Occupational Safety and Health Review Commission and Human Services (HHS), the U.S. Department of Labor (DOL), and the National Labor Relations Board (NLRB) as they relate to registered nurses in the workplace.</p>	<p>This paragraph is part of overall eligibility requirements and thus has been moved to:</p> <p>CHAPTER ONE: SEEKING DESIGNATION, Page 5, Step 2: Assess Eligibility for Pathway to Excellence Designation</p>
APPENDIX A: INSTRUCTIONS FOR ASSEMBLING AND FORMATTING WRITTEN DOCUMENTATION		
Page 30	2012 Application Manual	Revised Wording to Clarify Intent
Document Delivery	<p>Mail the individual boxes of documents (hard copy and electronic versions) and completed Organizational Demographic Form directly to each appraiser and to the Pathway Program Office.</p> <p>Shipping addresses for the appraisers will be provided by the Pathway Program Office.</p> <p>The document submission fee is mailed</p>	<p>PROGRAM OFFICE SET:</p> <p>Items to include in the Office set:</p> <ul style="list-style-type: none"> • Hard copy of Document • Electronic copy of Document (CD or USB) • Hard Copy of ODF <ul style="list-style-type: none"> ▪ A separate electronic copy is to be sent via email to pathwayinfo@ana.org • Hard copy of Checklists:

	<p>separately from the documents.</p> <p>The Pathway Program Office does not prescribe the shipping method for delivery of the documents. However, it is highly recommended that a traceable method be used so that delivery can be confirmed.</p> <p>Damaged documents will have to be re-sent at the applicant's expense. To avoid this, please ensure that:</p> <ul style="list-style-type: none"> • The documentation is suitable for shipping in a single box and • The Pathway to Excellence volumes are prepared or wrapped to minimize shifting during transportation. <p>Items to be submitted to the Pathway Program Office and the appraiser team by the confirmed document submission date are:</p> <ul style="list-style-type: none"> • A printed, bound hard copy as above • An electronic copy of the complete document on a CD or USB flash drive • Organizational Demographic Form • Electronic version of the ODF to the Pathway Program Office • Hard-copy version of the ODF to each appraiser <p>Submit the following to the Pathway Program Office only:</p> <ul style="list-style-type: none"> • Completed Pathway to Excellence Application Submission Checklist • Completed Pathway to Excellence Practice Standards and Elements of Performance Worksheet • Documentation materials for the Pathway Program Office should be mailed to: <p>Pathway to Excellence Program American Nurses Credentialing Center 8515 Georgia Avenue, Suite 400 Silver Spring, MD 20910-3492</p>	<ul style="list-style-type: none"> ▪ Completed Pathway to Excellence Application Submission Checklist ▪ Completed Pathway to Excellence Practice Standards and Elements of Performance Worksheet <p>Mail Program Office document to: Pathway to Excellence Program American Nurses Credentialing Center 8515 Georgia Avenue, Suite 400 Silver Spring, MD 20910-3492</p> <p>APPRAISER SET: Items to include in each appraiser set:</p> <ul style="list-style-type: none"> • Hard copy of Document • Electronic copy Document (CD or USB) • Hard Copy of ODF <p>Shipping addresses for the 3 appraisers will be provided by the Pathway Program Office just prior to the submission due date.</p> <p>DELIVERY METHOD The Pathway Program Office does not prescribe the shipping method for delivery of the documents. However, it is highly recommended that a traceable method be used so that delivery can be confirmed.</p> <p>Damaged documents will have to be re-sent at the applicant's expense. To avoid this, please ensure that:</p> <ul style="list-style-type: none"> • The documentation is suitable for shipping in a single box and • The Pathway to Excellence volumes are prepared or wrapped to minimize shifting during transportation.
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