# Pathway to Excellence
## American Nurses Credentialing Center

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## 2024 PATHWAY TO EXCELLENCE® AND 2020 PATHWAY TO EXCELLENCE® APPLICATION MANUALS CROSSWALK

| Standard 1: Shared Decision-Making | | |
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| **2020 EOP #** | **2024 EOP #** | |
| 1.1 | 1.1 | **a.** Describe how the **organization** promotes a **culture** of **interprofessional shared decision-making**. **AND** **b.** Provide a narrative from a **nursing leadership** team member describing how the organization prepares the nursing leadership team member to create an environment that promotes interprofessional shared decision-making. |
| NEW | 1.2 | Describe how the **organization** assesses for the effectiveness of the **shared decision-making structure** as described in the organizational overview. |
| 1.2, 1.3 Language updated | 1.3 | Provide one example of a **direct care nurse**(s)-led change in nursing practice that was the result of an initiative that used the **shared decision-making structure** described in the organizational overview. Include: 1. why the nursing practice change was recommended; 2. how that nursing practice change was based on published evidence; 3. a description of the new practice; 4. the impact of the new practice; 5. author, year, source, and title of bibliographical research finding, or evidence used to make this change; **AND** 6. the date the practice change was implemented within the required 36-month timeframe. |
| 1.4 Language updated | 1.4 | **a.** Describe how nurses use the **shared decision-making structure** described in the organizational overview to promote health in the local **community** as identified in a community health needs assessment or systematic approach to identify community needs. **AND** **b.** Provide a narrative by a nurse describing the nurse's own participation in the shared decision-making structure as described in EOP 1.4a and how the nurse believed the contributions promoted the health of the local community. Include date of participation within the required 36-month timeframe. |
| 1.5 | 1.5 | **a.** Describe the **interprofessional** process that addresses how **ethical concerns** are managed within the **organization**. **AND** **b.** Provide a narrative written by a nurse who used the interprofessional processes described in EOP 1.5a for a situation that the nurse identified as an ethical concern. Include date the support processes were utilized within the required 36-month timeframe. |
| 1.6 | 1.6 | **a.** Describe how **direct care nurses** are involved in the **interprofessional** decision-making process to select new **technology** or upgrade existing technology within the **organization**. |

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| Language updated | | **AND** <br> **b.** Describe how direct care nurses are involved in the interprofessional decision-making process to plan the implementation of any new technology or upgrade existing technology within the organization. |
| 1.7 | 1.7 | **a.** Describe how the **organization** includes input from **direct care nurses** in the hiring process for new staff. <br> **AND** <br> **b.** Provide an example of how input from direct care nurses influenced a hiring decision. Include the result of the decision and date example occurred within the required 36-month timeframe. |
| 5.4 <br><br> Language updated | 1.8 | **a.** Describe how **direct care nurses** use the **shared decision-making structure** described in the organizational overview to (1) plan and (2) evaluate **well-being** initiatives. <br> **AND** <br> **b.** Provide an example demonstrating direct care nurse involvement as described in EOP 1.8a in the (1) planning of a well-being initiative and (2) evaluation of the well-being initiative following implementation. Include the date of direct care nurse involvement within the required 36-month timeframe. |
| **Standard 2: Leadership** | | |
| **2020 EOP #** | **2024 EOP #** | |
| 2.11 <br><br> Language updated | 2.1 | **a.** Describe the strategy(ies) the **organization** has identified to sustain a positive practice environment regardless of leadership or organizational changes. <br> **AND** <br> **b.** Provide a narrative written by the **CEO** describing how the CEO demonstrates support of the **CNO** and nursing team in sustaining a positive practice environment. <br> **AND** <br> **c.** Provide a narrative written by the CNO describing how the CNO demonstrates support of the nursing team in sustaining a positive practice environment. |
| 2.9, 2.10 <br><br> Language updated | 2.2 | **a.** Describe how the **organization** asks the **nursing leadership** team what retention strategies would influence their own intent to stay. Include a list of the retention strategies adopted based on the feedback from the nursing leadership team. <br> **AND** <br> **b.** Provide a narrative by the **CNO** describing a current retention strategy as referenced in EOP 2.2a for nursing leadership and how that strategy has been effective in influencing the CNO's intent to stay. <br> **AND** <br> **c.** Provide a narrative by a **nurse manager** describing a current nurse leadership specific retention strategy referenced in EOP 2.2a and how that strategy has been effective in influencing the nurse manager's intent to stay. |
| 6.9 <br><br> Language updated | 2.3 | **a.** Describe how the **organization** uses **succession planning** to develop nurses for **nursing leadership** roles. <br> **AND** <br> **b.** Provide a narrative written by a nursing leadership team member describing how the nursing leadership team member benefited from the |

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| | | organization's leadership succession planning as described in EOP 2.3a. Include the date the nurse was impacted by the organization's leadership succession planning within the required 36-month timeframe. |
| 2.6<br><br>Language updated | 2.4 | **a.** Provide Documented Evidence that demonstrates where a **nurse manager** identified the nurse manager's own **orientation** need(s) on a **needs assessment tool**.<br>**AND**<br>**b.** Select one of the identified needs as listed in EOP 2.4a and describe how the need was addressed to individualize the nurse manager's orientation. |
| 2.7<br><br>Language updated | 2.5 | **a.** Describe how the **organization** supports the **nursing leadership** team to participate in activities within or outside the organization that enhance their role competence.<br>**AND**<br>**b.** Provide a list of the leadership development activities supported by the organization in the last 36 months. Include a description of how each activity enhances role competence for leaders and the dates the activities occurred.<br>**AND**<br>**c.** Provide a narrative written by a **nurse manager** who participated in one of the leadership development activities supported by the organization as described in EOP 2.5b. Include the organizational support and the date of participation in the leadership development activity within the required 36-month timeframe. |
| 2.8<br><br>Language updated | 2.6 | **a.** Describe the process of how feedback from peers or direct report staff is incorporated into the performance evaluation of **nurse managers**.<br>**AND**<br>**b.** Provide Documented Evidence of a completed performance evaluation for a nurse manager that clearly identifies where feedback from peer(s) or direct report staff is included. |
| 2.4<br><br>Language updated | 2.7 | **a.** Describe how **nurse managers** have collaborative conversations about **cost management** with their **direct care nurses** to facilitate an understanding of how daily practice decisions impact the budget.<br>**AND**<br>**b.** Provide a narrative written by a direct care nurse describing a collaborative conversation with the direct care nurse's own nurse manager about cost management as described in EOP 2.7a pertaining to the direct care nurse's own clinical area. Include date of discussions within the required 36-month timeframe. |
| 2.1<br><br>Language updated | 2.8 | Describe the strategies used by **nurse managers** to (1) attract and accommodate **direct care nurses** to participate in **shared decision-making** activities and (2) communicate the impact of their direct care nurse's participation in shared decision-making activities. |
| 2.5<br><br>Language updated | 2.9 | **a.** For planned or unplanned changes that impact the organization, describe the strategies the **nursing leadership** team uses to facilitate **direct care nurses'** continued involvement in the **shared decision-making structure** described in the organizational overview.<br>**AND**<br>**b.** Provide a narrative written by a direct care nurse describing how the nursing leadership team used a strategy described in EOP 2.9a that supported the direct care nurse and/or the unit to continue shared decision-making structure involvement during periods of planned or unplanned |

| 2020 EOP # | 2024 EOP # | |
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| | | change(s) that impact the organization. Include date of organizational change within the required 36-month timeframe. |
| 2.2 | 2.10 | Provide a narrative written by the **CNO** describing how the CNO is accessible to **direct care nurses**. |
| 2.3 Language updated | 2.11 | Provide a narrative written by a **nurse manager** describing how the nurse manager makes themselves accessible to **direct care nurses** to foster communication. |
| **Standard 3: Safety** | | |
| **2020 EOP #** | **2024 EOP #** | |
| 3.1 Language updated | 3.1 | **a.** Describe the process(es) used by the **organization** to involve **direct care nurses** in (1) reporting, (2) event analysis, and (3) identifying trends of **patient**-related **safety events**. **AND** **b.** Provide one example of a direct care nurse's involvement in identifying a trend of a patient-related safety event, including (1) how the trend was addressed and (2) the end result. Include the date(s) the trend was identified within the required 36-month timeframe. |
| 3.2 Language updated | 3.2 | Describe how **direct care nurses** are involved in the (1) reporting and (2) improvement strategy(ies) to prevent nurse-related **safety events** from re-occurring. |
| 3.3 Language updated | 3.3 | **a.** Describe how the **organization** promotes (1) psychological safety and (2) physical **safety** through a **culture** free from **workplace violence** among the health care team. **AND** **b.** Describe methods to track and address trends in nurse workplace violence. |
| 3.4 Language updated | 3.4 | Describe the process used by the **organization** to safeguard nurses from verbal or physical abuse directed at nurses from **patients** and visitors. |
| 3.5 Language updated | 3.5 | **a.** Describe how the **organization** establishes long-term **staffing plans** that reflect effective team composition and balanced workloads to provide safe **patient** care. **AND** **b.** Describe how the organization supports the **direct care nurses** to communicate concern(s) about the long-term nurse staffing plan. |
| NEW Related to 2020 EOP 3.5 | 3.6 | **a.** Describe how the **nursing leadership** team addresses long-term staffing concerns expressed by the **direct care nurses** and how strategies are communicated back to the direct care nurses. **AND** **b.** Provide one example of a situation in which a direct care nurse(s) expressed a concern about the long-term **staffing plan**, including (1) how the nursing leadership team acknowledged the concern, (2) the plans to address the long-term staffing concern, and (3) the end result. Include date the concern was expressed within the required 36-month timeframe. |
| 3.6 | 3.7 | **EOP 3.7** Describe how the **organization** obtains **direct care nurses**' input on daily staffing decisions related to fluctuations in **patient** conditions, volume, or availability of qualified staff. |

| 3.7 | 3.8 | Describe the process of how **interprofessional** decision-making is used to transition **patients** from one **level of care** to another. |
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| NEW | 3.9 | Describe how **nurse managers** create a **culture** where meal and rest breaks are planned and consistently taken by their **direct care nurses**. |
| 6.3 | 3.10 | **a.** Describe how **direct care nurses** are supported to provide safe care when they are assigned to an area other than their primary area. <br> **AND** <br> **b.** Provide a narrative by a direct care nurse describing how the strategy(ies) described in EOP 3.10a. supported the direct care nurse during a period when the direct care nurse was reassigned from their primary area. |
| NEW | 3.11 | Describe how the **organization** creates a **culture** where (1) staff can feel safe to report **discriminatory behaviors**, (2) reported concerns are addressed, and (3) follow-up is provided to the staff that reported the concerns. |
| Standard 4: Quality |||

| **2020 EOP #** | **2024 EOP #** | |
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| 4.1 <br><br> Language updated | 4.1 | **a.** Describe how the **organization** engages **direct care nurses** to understand how their role and actions contribute to achieving the mission, vision, values, or goals of the organization. <br> **AND** <br> **b.** Provide a narrative written by a direct care nurse describing how the direct care nurse's own approach to **patient** care delivery supports the mission, vision, values, or goals of the organization. |
| 4.2 | 4.2 | **a.** Describe how the **organization** promotes a **culture** of **person-and family-centered care**. <br> **AND** <br> **b.** Provide one example that demonstrates how person-or family-centered care was provided to a specific **patient**. Include the date this care was provided within the required 36-month timeframe. |
| 4.4 <br><br> Language updated | 4.3 | **a.** Describe educational opportunity(ies) regarding the application of **evidence-based practice** provided by the **organization** for (1) **direct care nurses** and (2) **nurse managers**. <br> **AND** <br> **b.** Describe how nurse managers promote a **culture** where direct care nurses can apply evidence-based practice. |
| 4.5 | 4.4 | Provide one example demonstrating how a nurse(s) implemented **evidence-based practice** in a **patient** care area(s). Include (1) the date the example was implemented within the required 36-month timeframe and (2) the author, year, source, and title of bibliographical reference(s) used for the evidence-based practice implementation used. |
| 4.6 <br><br> Language updated | 4.5 | **a.** Describe how the **organization** fosters **interprofessional** collaboration to improve quality **outcomes**. <br> **AND** <br> **b.** Provide an example of an interprofessional **quality initiative** that demonstrated a positive improved outcome. Include: <br> 1. the **outcome measures** associated with the initiative (pre-and post-data), <br> 2. how the **direct care nurse**(s) contributed to achieving the outcomes, |

| 2020 EOP # | 2024 EOP # | |
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| | | 3. how interprofessional team member(s) (other than nursing) contributed to achieving the outcome, and<br>4. the date the quality initiative was implemented within the required 36-month timeframe. |
| 4.7 | 4.6 | Describe how the **organization** communicates updates about:<br>1. new **quality initiatives** and<br>2. performance in quality measures. |
| 4.8 | 4.7 | **a.** Describe the process of how external **benchmarks** are used to guide decisions about nursing practice.<br>**AND**<br>**b.** Provide one example of a **direct care nurse**(s)-led **quality initiative** that was implemented to improve an **outcome**(s) based on an external benchmark. Include (1) the benchmark that led to the initiative, (2) the name of the external benchmark source, and (3) the date the external benchmark was identified for improvement within the required 36-month timeframe. |
| 4.9<br><br>Language updated | 4.8 | **a.** Describe the process the **organization** uses to (1) identify **health disparities** in the local **community** and (2) how the identified health disparities are addressed to contribute to improving **population health**.<br>**AND**<br>**b.** Provide one example of how a nurse's (nurses') contribution addressed a health disparity as identified through the process described in EOP 4.8a. Include the date of the contribution within the required 36-month timeframe. |
| NEW | 4.9 | Describe how the **organization** (1) promotes a **culture** of **diversity**, **equity**, **inclusion**, and **belonging** (DEIB) to optimize the nursing workforce and (2) assesses the effectiveness of associated strategies to promote DEIB. |
| NEW | 4.10 | Describe how the **organization** encourages sharing of new ideas and supports implementation of **innovation** in the workplace. |
| 4.3<br><br>Moved to Standard 6 | | |
| **Standard 5: Well-Being** | | |
| **2020 EOP #** | **2024 EOP #** | |
| NEW | 5.1 | **a.** Describe the opportunities provided by the **organization** to raise awareness of (1) mental health issues prevalent among nurses, (2) available mental health services to address those issues, and (3) evidence-based strategies to enhance mental **well-being** during work hours.<br>**AND**<br>**b.** Provide one example of an evidence-based strategy that was implemented to enhance nurse **mental wellness**. Include (1) a description of the evidence-based strategy; (2) how the organization raised awareness of the strategy; (3) author, year, source, and title of bibliographical research finding, or evidence used to develop the strategy; and (4) date the example strategy was implemented within required 36-month timeframe. |
| 5.1 | 5.2 | **a.** Describe how the **organization** assesses the (1) **physical health** and (2) **mental wellness** of its employees.<br>**AND** |

| Language updated | | **b.** Provide one example of a physical health initiative implemented by the organization based on the results of the health assessment described in EOP 5.2a. Include the date the initiative was implemented within the required 36-month timeframe. **AND** **c.** Provide one example of a mental wellness initiative implemented by the organization based on the results of the health assessment described in EOP 5.2a. Include the date the initiative was implemented within the required 36-month timeframe. |
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| 5.2 | 5.3 | Describe how **senior leadership** integrates employee **well-being** and **resilience** into the **organization**'s **strategic plan**. |
| 5.3 | 5.4 | Describe how the **organization** asks **direct care nurses** for suggestions specific to **well-being** initiatives to be offered in the future. |
| 5.5 Language updated | 5.5 | Describe how the **nurse managers** provide opportunities for their nurses to create work schedules that support nurse **well-being**. |
| 5.6 Language updated | 5.6 | **a.** Describe how the **organization** (1) supports and (2) recognizes nurses' involvement in volunteer activities that contribute to the nurse's own **well-being**. **AND** **b.** Provide a narrative written by a nurse that is in line with the support described in EOP 5.6a about the nurse's own experience with volunteer activity(ies), including (1) the activity, (2) the support from the organization, and (3) how it contributed to the nurse's own well-being. Include the date of activity(ies) within the required 36-month timeframe. |
| 5.7 | 5.7 | **a.** Describe how the **nursing leadership** team fosters a **culture** of day-to-day recognition (other than nurses week activities). **AND** **b.** Provide a specific example of each of the following: (1) staff recognizing staff, (2) leader(s) recognizing a **direct care nurse**(s), and (3) **CNO** recognizing a **nurse manager**. Include dates for each recognition within the required 36-month timeframe. |
| NEW | 5.8 | Describe how the **organization** creates a **culture** where a nurse feels safe to self-report a **medical error** in the workplace. |
| 5.8 Language updated | 5.9 | Describe the real-time support provided to address the **well-being** of staff involved in work-related **adverse situations**. |
| NEW | 5.10 | **a.** Describe the support strategies the **organization** uses to address the **well-being** needs of (1) **senior nursing leaders** and (2) **nurse managers**. **AND** **b.** Provide a narrative written by a senior nurse leader describing how the senior nurse leader's own well-being was supported as described in EOP 5.10a. **AND** **c.** Provide a narrative written by a nurse manager describing how the nurse manager's own well-being was supported as described in EOP 5.10a. |
| 5.10 | 5.11 | **a.** Describe the strategy(ies) the **organization** has in place to address **compassion fatigue** experienced by the **health care provider team**, including **direct care nurses**. **AND** |

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| | | **b.** Provide a narrative by a direct care nurse that describes how strategy(ies) to address compassion fatigue described in EOP 5.11a benefited the direct care nurse's own **well-being**.  Include the date the strategies were beneficial within the required 36-month timeframe. **AND** **c.** Provide a narrative by a health care provider (non-nurse) that describes how strategy(ies) to address compassion fatigue described in EOP 5.11a benefited the health care provider's (non-nurse) own well-being. Include the date the strategies were beneficial within the required 36-month timeframe. |
| 5.4<br><br>Moved to Standard 1 | | N/A |
| 5.9<br><br>Deleted | | N/A |
| **Standard 6: Professional Development** | | |
| **2020 EOP #** | **2024 EOP #** | |
| 6.1 | 6.1 | **a.** Provide Documented Evidence that demonstrates how an orienting **direct care nurse** identified the direct care nurse's own **orientation** need(s) on a **needs assessment tool**. **AND** **b.** Select one of the identified needs on the provided evidence submitted for EOP 6.1a and describe how the need was addressed to individualize the direct care nurse's orientation. |
| 6.2<br><br>Language updated | 6.2 | **a.** Describe the strategy(ies), other than **orientation**, that the **organization** has in place for (1) newly graduated nurses and (2) newly hired experienced nurses to **transition to practice**. **AND** **b.** Provide a narrative written by a newly graduated nurse describing how the strategy(ies) described in EOP 6.2a prepared the newly graduated nurse to transition to practice. AND Provide a narrative written by a newly hired experienced nurse describing how the strategy(ies) described in EOP 6.2a prepared the newly hired experienced nurse to transition to practice. |
| 6.4 | 6.3 | **a.** Describe how **direct care nurses** have input into the selection of educational offerings provided. **AND** **b.** Provide one example of direct care nurse input that has resulted in the selection of an educational offering that was not mandatory. Include the date the input was provided within the required 36-month timeframe. |
| 6.5 | 6.4 | **a.** Describe how the **organization** supports the participation of **direct care nurses** in **professional development** activities, excluding **orientation**. Include how direct care nurses are made aware of available professional development support. **AND** |

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| | | **b.** Provide a narrative written by a direct care nurse describing how the direct care nurse has grown professionally as a result of participating in professional development activities, excluding orientation. Include how the direct care nurse's participation was supported as described in EOP 6.4a and the date(s) the direct care nurse attended associated professional development activity(ies) within the required 36-month timeframe. |
| 6.6 | 6.5 | Describe how the **organization** supports **direct care nurses** to pursue specialty **certification**. |
| 6.7<br><br>Language updated | 6.6 | **a.** Describe how the **organization** fosters a mentoring environment.<br>**AND**<br>**b.** Provide a narrative written by a **direct care nurse** describing a specific **mentor** and how that relationship influenced the direct care nurse's professional growth. Include dates of the mentoring relationship within the required 36-month timeframe.<br>**AND**<br>**c.** Provide a narrative written by a **non-direct care nurse** describing a specific mentor and how that relationship influenced the non-direct care nurse's professional growth. Include dates of the mentoring relationship within the required 36-month timeframe. |
| 4.3 | 6.7 | **a.** List educational sessions provided within the required 36-month timeframe that address how to engage in respectful communication among employees.<br>Include:<br>1. dates of the sessions,<br>2. title of sessions, and<br>3. a description of how the education addresses respectful communication.<br>**AND**<br>**b.** Provide a narrative from a **direct care nurse** describing how content learned from one of the sessions described in EOP 6.7a was applied to enhance respectful communication with a fellow employee(s). Include the date the content was applied within the required 36-month timeframe. |
| 6.8<br><br>Language updated | 6.8 | **a.** Describe how the **organization** fosters the growth of **direct care nurses** as **emerging nurse leaders** within or outside the organization.<br>**AND**<br>**b.** Provide a narrative by a direct care nurse describing how the organization fostered the direct care nurse's professional growth as an emerging nurse leader. |
| NEW | 6.9 | **a.** Describe how nurses are encouraged to share best practices with entities outside their **organization**.<br>**AND**<br>**b.** Provide one example of a nurse sharing best practice(s) with an entity outside the nurse's organization. Include the date the best practice(s) was shared within the required 36-month timeframe. |
| 6.3<br><br>Moved to Standard 3 | | N/A |

| 6.9 Moved to Standard 2 | | N/A |
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