American Nurses Credentialing Center

8403 Colesville Road, Suite 500
Silver Spring, MD 20910
+1 (301) 628.5000
ana.org

2024 Pathway to Excellence® Application Manual Elements of Performance - 2025 Well-Being Excellence™ Application Manual Foundational and Advanced Elements Crosswalk

(Pathway – WBE crosswalk)

In 2025, the Commission on Pathway to Excellence completed an evaluation of the current standards for Pathway to Excellence (Pathway) and Well-Being Excellence (WBE) to determine whether any conceptual relationships exists among the required elements. This evaluation resulted in 25 WBE elements (Foundational Elements [FE] or Advanced Elements [AE]) and 26 Elements of Performance (EOP) that were determined, while uniquely different, to be highly correlated. The table below provides an overview of each program's standards and the documentation required for organizations applying for dual WBE and Pathway designation, or for organizations currently designated in one program with a subsequent application to the other.

Effective date of crosswalk: February 1, 2026, Document submission

Crosswalk

The crosswalk lists the 25 WBE elements and 26 EOPs that were determined, while uniquely different are highly correlated. The Evidence Standard column instructs the applicant of the requirements to receive deemed status. WBE Credentialed orgs must review tables at end of document for specifics regarding tier level.

Table 1: Pathway – WBE crosswalk

Foundational Elements (FE) and Elements of Performance (EOP)		
FE	**Evidence Standard**	**EOP**
FE-1 a. Employee well-being is part of the organizational strategic plan	Proof of designation from either program meets the requirement for the foundational element or element of performance.	**EOP 5.3** Describe how senior leadership integrates employee well-being and resilience into the organization's strategic plan.

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FE	Evidence Standard	EOP
FE1 b. Employee well-being is assessed at regular intervals with assessment results used to develop an action plan to improve workforce well-being.	Proof of designation from either program meets the requirement for the foundational element or element of performance.	**EOP 5.2** **a.** Describe how the organization assesses the (1) physical health and (2) mental wellness of its employees. AND **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.
FE-2 Leader well-being is assessed at regular intervals.	Pathway-designated organizations seeking WBE must address FE 2 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 5.10	**EOP 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 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.
FE-4 The organization supports the 1) recruitment and 2) retention of a 1) diverse and 2) inclusive workforce and strategies are in place to promote a sense of belonging.	WBE-credentialed organizations seeking Pathway must address EOP 4.9 Pathway-designated organizations seeking WBE meet deemed status for FE 4.	**EOP 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.

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FE	Evidence Standard	EOP
FE-5 a. Formal structures are in place to ensure diverse interprofessional team members participate in shared decision-making that allow the opportunity to influence policies and quality improvement, and a process is in place to facilitate ongoing feedback from the interprofessional team.	Proof of designation from either program meets the requirement for the foundational element or element of performance.	**EOP 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.
FE-6 Accommodations for team members to ensure their participation in shared decision-making activities are in place.	Pathway-designated organizations seeking WBE must address FE-6 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 2.8	**EOP 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 communicate the impact of their direct care nurse's participation in shared decision-making activities.
FE-7 a. The organization has zero tolerance for 1) racism and 2) discriminatory behaviors and Staff can safely report such discrimination without retaliation.	WBE-credentialed organizations seeking Pathway must address EOP 3.11 Pathway-designated organizations seeking WBE are granted deemed status for FE-7	**EOP 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.
FE-8 The organization has safety measures in place that protect staff from 1) verbal and 2) physical abuse directed at staff from both 1) non-staff (patient, customer, client, service user) and 2) staff.	Pathway-designated organizations seeking WBE must address FE-8 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 3.4	**EOP 3.4** Describe the process used by the organization to safeguard nurses from verbal or physical abuse directed at nurses from patients and visitors.

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FE	Evidence Standard	EOP
FE-9 The organization has 1) proactive measures to keep employees physically safe and 2) a mechanism in place for employees to report unsafe working conditions.	WBE-credentialed organizations seeking Pathway must address EOP 3.3 Pathway-designated organizations seeking WBE are granted deemed status for FE-9	EOP 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.
FE-10 Employees are 1) encouraged and 2) supported to self-report mistakes in the workplace without fear of retribution.	Pathway-designated organizations seeking WBE must address FE-10 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 5.8	**EOP 5.8** Describe how the organization creates a culture where a nurse feels safe to self-report a medical error in the workplace.
FE-12 When new technologies are needed to improve work efficiency and quality, the employees who will be using the technology are actively involved in its 1) planning and 2) evaluation.	Pathway-designated organizations seeking WBE must address FE-12 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 1.6	**EOP 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. AND **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.
FE-13 Both 1) colleagues and 2) leaders provide meaningful recognition to employees who go above and beyond. Show evidence of: Day-to-day recognition and formal recognition opportunities.	Pathway-designated organizations seeking WBE must address FE-13 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 5.7	**EOP 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.

FE	Evidence Standard	EOP
FE-14 The organization 1) assesses the self-identified professional goals and needs of employees annually and 2) provides the necessary support to facilitate professional goal achievement.	Pathway-designated organizations seeking WBE must address FE-14 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 6.4	**EOP 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 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.
FE-15 Leadership competencies are assessed at onboarding to identify baseline knowledge, skills, and abilities that are essential to excel in their role.	Pathway-designated organizations seeking WBE must address FE-15 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 2.4	**EOP 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. AND 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.
FE-16 Organization has a strategy(ies) that supports employees to create work schedules that accommodate their personal needs.	Pathway-designated organizations seeking WBE must address FE-16 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 5.5	**EOP 5.5** Describe how the nurse managers provide opportunities for their nurses to create work schedules that support nurse well-being.

FE	Evidence Standard	EOP
FE-17 Organization addresses physical fatigue through strategies that ensure 1) uninterrupted meal breaks and adherence to the mandatory overtime policy provided in the OO.	Pathway-designated organizations seeking WBE must address FE-17 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 3.9	**EOP 3.9** Describe how nurse managers create a culture where meal and rest breaks are planned and consistently taken by their direct care nurses. OO #5 Describe the strategies the organization uses to refrain from mandatory overtime for nursing staff.
FE-18 Evidence-based mental health resources are made readily available to address employee mental health needs.	Pathway-designated organizations seeking WBE must address FE-18 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 5.1	**EOP 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. AND 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.

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Advanced Elements (AE) and Elements of Performance (EOP)		
AE	**Evidence Standard**	**EOP**
AE 1 The organization involves employees in the 1) identification and 2) selection of well-being initiatives to offer.	Pathway-designated organizations seeking WBE must address AE-1 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 1.8	**EOP 1.8** a. Describe how direct care nurses use the shared decision-making structure to (1) plan and (2) evaluate well-being initiatives. AND 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.
AE 2 Organizational strategies are in place to address well-being needs of 1) senior leaders and 2) managers.	Pathway-designated organizations seeking WBE must address AE-2 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 5.10	**EOP 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 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.
AE 3 Workforce well-being initiatives are 1) developed, 2) implemented, and 3) evaluated by employees to ensure the initiatives are meaningful.	Pathway-designated organizations seeking WBE must address AE-3 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 1.8	**EOP 1.8** a. Describe how direct care nurses use the shared decision-making structure to (1) plan and (2) evaluate well-being initiatives. AND 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.

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AE	Evidence Standard	EOP
AE 4 Strategies used to promote a sense of belongingness are evaluated for effectiveness and action plans are made based on the assessment of effectiveness at least every year.	WBE-credentialed organizations seeking Pathway must address EOP 4.9 Pathway-designated organizations seeking WBE meet deemed status for AE-4	**EOP 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.
AE 5 a. Interprofessional team members collaborate using data for 1) goal setting, 2) action planning, 3) monitoring, and 4) continuous improvement. Assessment of key performance metrics occurs at regular intervals and evidence of actions to address findings.	Proof of designation from either program meets the requirement for the advanced element or element of performance.	**EOP 4.5** a. Describe how the organization fosters interprofessional collaboration to improve quality outcomes. AND b. Provide an example of an interprofessional quality initiative that demonstrated a positive improved outcome. Include: 1. the outcome measures associated with the initiative (pre-and post-data), 2. how the direct care nurse(s) contributed to achieving the outcomes, 3. how interprofessional team member(s) (other than nursing) contributed to achieving the outcome, and 4. the date the quality initiative was implemented within the required 36-month timeframe.
AE 6 Regular evaluations are conducted to assess the effectiveness of the formal shared decision-making structures. Action plans are enacted to address gaps identified	Proof of designation from either program meets the requirement for the advanced element or element of performance.	**EOP 1.2** c. Describe how the organization assesses for the effectiveness of the shared decision-making structure as described in the organizational overview.
AE-7 Both 1) structure to report and 2) evidence of follow-up being provided to staff that report 1) racism and 2) discrimination acts in the workplace are in place.	Pathway-designated organizations seeking WBE must address AE-7 WBE-credentialed organizations seeking Pathway meet deemed status for EOP 3.11	**EOP 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.

AE	Evidence Standard	EOP
AE 15 Learning needs are assessed beyond onboarding. Individualized learning opportunities are identified, and subsequent plans are developed for leaders, including access to mentors.	Proof of designation from either program meets the requirement for the advanced element or element of performance.	**EOP 6.6** a. Describe how the organization fosters a mentoring environment. AND 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.
AE 18 A strategy or strategies are in place to 1) assess and 2) improve employee emotional wellness. Employees that experience work-related adverse situations are offered support for their emotional wellness.	Proof of designation from either program meets the requirement for the advanced element or element of performance.	**EOP 5.9** Describe the real-time support provided to address the well-being of staff involved in work-related 5. adverse situations.

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Instructions for Well-Being Excellence™ Credentialed Pathway to Excellence© Applicants

If your organization currently holds the **Well-Being Excellence Credential**, you may submit your **Well-Being Excellence certificate** in place of responses to specific **Elements of Performance (EOPs)** listed in the relevant table below.

There are two versions of the table: one for applicants who have earned the Bronze tier credential, and another for those who have earned the Silver or Gold tier credentials. The full crosswalk of the Pathway to Excellence EOPs to Well-Being Excellence FE and AEs can be found **HERE** on the nursingworld.org website.

Crosswalk Table Well-Being Excellence credentialed (Silver & Gold) organization (2025 manual) applying for Pathway to Excellence (2024 manual)	
Pathway Standard	**Deemed EOPs**
1	1.1, 1.2, 1.6, 1.8
2	2.4, 2.8
3	3.4, 3.9, 3.11
4	4.5
5	5.1, 5.2, 5.3, 5.5, 5.7, 5.8, 5.9, 5.10
6	6.4, 6.6

Crosswalk Table Well-Being Excellence credentialed (Bronze) organization (2025 manual) applying for Pathway to Excellence (2024 manual)	
Pathway Standard	**Deemed EOPs**
1	1.1, 1.6
2	2.4, 2.8
3	3.4, 3.9
4	Not applicable
5	5.1, 5.2, 5.3, 5.5, 5.7, 5.8, 5.10
6	6.4

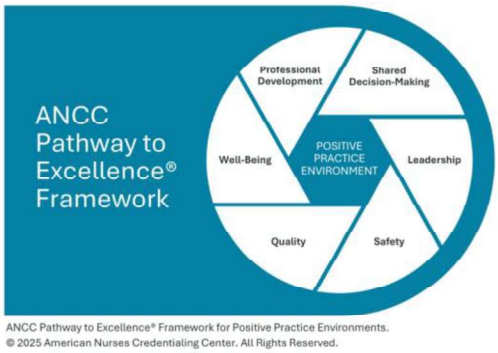
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What You Need to Do

1. Notify your Sr. Pathway Analyst of your Well-Being Excellence Credential status.
2. Include your Well-Being Excellence Credential certificate as an addendum to the Organizational Overview (OO) section of your Pathway Standards Document (PSD). This should be presented following OO 1, *Recognitions received by the organization*.
3. For each of the EOPs indicated in the table above that applies per your credential tier:
    - Indicate that the EOP is covered by the Pathway/ Well-Being Excellence Credential crosswalk, refer to Well-Being Excellence Credential certificate provided in the OO.

Important Notes

- This option is available only to organizations with current Well-Being Excellence Credential at the time of their PSD submission.
- These 20 EOPs (for Silver and Gold tier) and 14 EOPs (for Bronze tier) are considered fulfilled based on alignment between Well-Being Excellence Credential and Pathway standards.
- All other EOPs must be addressed according to standard submission guidelines.



ANCC Pathway to Excellence® Framework for Positive Practice Environments.
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