

Pathway to Excellence[®] (Pathway): Creating and Sustaining a Culture of Excellence



AMERICAN NURSES CREDENTIALING CENTER
PATHWAY TO EXCELLENCE

Challenges of the Current Global Health Care Landscape



New payment models and economic impact of the global pandemic

Increasing and changing regulations

Caring for an aging population

Decreasing supply of nurses

Other Disturbing Facts

Threats to patient safety and organizational outcomes,
which impact our bottom line:



HIGH RATES OF
NURSE BURNOUT^{1, 2}

34%



HIGH RATES OF NURSE
JOB DISSATISFACTION^{1, 2}

24-25%



HIGH RATES OF
NURSE TURNOVER

17.5%

of new nurses leave
first job within 1 year of
starting new job³

14%

of nurses intend to leave
their job in the next year¹

1 Aiken et al., 2012; 2 McHugh et al., 2011; 3 Kovner

Organization Name Here

- How does our organization compare?
- How are these challenges impacting our organization?
- Are we proactively implementing things to sustain our success?
- Are we investing in our practice environment and workforce?

Our frontline is our bottomline!

- Engagement of **Organization Name's** employees is key to our success
- Success is when patient safety and other organizational outcomes are owned and become the responsibility of every single employee.
- Registered nurses follow physicians as the least engaged of the healthcare workforce⁷



7 Press Ganey 2019

Pathway to Excellence Framework for Positive Practice Environments™

- Empowers, engages, and gives front-line nurses a voice
- Fosters nurses' participation in improving outcomes

ANCC Pathway to Excellence® Framework

- Creates a culture of sustained excellence
- Strengthens interprofessional collaboration
- Safeguards workforce well-being



Pathway Standards

SHARED DECISION- MAKING

The organization has an established shared governance structure as the foundation for involving direct care nurses in decision-making.

LEADERSHIP

Leadership fosters the foundation of collaboration among staff and supports a shared governance environment.

SAFETY

The organization protects the safety and well-being of nurses, staff, and patients through safety policies and processes.

QUALITY

Organization-wide quality initiatives are evidence-based, focused on improving patient outcomes, developed through interprofessional collaboration, and implemented based on internal and external benchmarking.

WELL-BEING

Staff have the opportunity to develop a balance between work and personal life. Achievements for community service, patient advocacy, and contributions to improving population health are encouraged, supported, and recognized by the organization.

PROFESSIONAL DEVELOPMENT

The organization recognizes the importance of solid onboarding, transition programs beyond orientation, and continued professional development that supports lifelong learning in the delivery of safe and effective patient care.

Is this the Right Fit for our Organization?



Costs of Becoming a Pathway Organization

| Fee | Description | Customize for Organization |
|---|--|----------------------------|
| Online Application Fee | Standard application fee applies regardless of organization size or setting. Includes membership to Pathway Learning Community (PLC). Non-refundable fee due with the submission of the electronic application. | \$2,500 |
| Appraisal Process Fee | Fee Based on total number of licensed beds per application. Fees for ambulatory settings are based on # of visits (contact the Pathway Program Office). Fees include Pathway Standards Document review and if approved, initial Pathway Survey. Payment due 1 month before submission cycle. | |
| < 50-100 beds | \$20,000 | |
| 101-299 | \$30,000 | |
| 300-399 | \$40,000 | |
| 400-599 | \$50,000 | |
| 600-699 | \$58,000 | |
| 700+ (\$58,000 + \$45 per additional bed) | \$58,000 | |
| | \$45 | |
| Campus Fees | Campuses are remote care sites of an applicant organization. The CNO of the applicant organization is accountable for nursing practice at the remote sites. Campuses typically provide services to augment the full set of services offered at the primary site. Additional fee is \$2, 000 per campus, with a \$10K maximum charge. | |
| | \$2,000 x # of campuses | |
| | Total | \$ |

RETURNS ON INVESTMENT INCLUDE

| | | | |
|---------------------|--|--|--|
| Nurse | burnout, job dissatisfaction, and intent to leave | Is lower with: <i>Better work environments^{1,2} Higher engagement in shared governance⁵</i> | <i>Every percent reduction in RN turnover saves the average hospital \$306,400.</i> |
| | nurse report of poor quality of care and patient safety | Is lower with: <i>Higher engagement in shared governance⁵</i> | |
| Patient | hospital experience | is better with: <i>Lower nurse burnout and job dissatisfaction^{1,2} Better work environments¹ Higher engagement in shared governance⁵</i> | <i>Patient experience of care influences Hospital Value-Based Purchasing payments⁶.</i> |
| | willingness to recommend hospital | <i>Higher engagement in shared governance⁵</i> | <i>Engagement and empowerment of the nursing workforce led to our best patient satisfaction results since 2013!</i> <i>NORTHAMPTON GENERAL HOSPITAL</i> |
| | Negative patient outcomes | Are lower with: <i>Better work environments⁸</i> | |
| Organization | hospital rating | Is better with: <i>Higher engagement in shared governance⁵</i> | |

See references 1, 2, 5, 8

How Can Pathway Designation Benefit Our Organization?

| | | <i>Our Current State</i> |
|--------------------------------|---|--------------------------|
| Nurse Outcomes | Employee Engagement | |
| | Nurse Satisfaction | |
| | Intent to Leave | |
| Patient Outcomes | Hospital experience / Overall satisfaction | |
| | Loyalty or willingness to recommend hospital | |
| | Nurse Sensitive Indicators | |
| Organizational Outcomes | Hospital rating / recognition | |
| | Employee/Nurse turnover rate | |
| | Employee/Nurse vacancies | |



ROI: Better Patient Experience

Engagement and empowerment of the nursing workforce led to **our best patient satisfaction results since 2013!**

NORTHAMPTON GENERAL HOSPITAL



ROI: Cost Avoidance

CLABSI PREVENTION

*This table can be used to demonstrate potential/actual avoidable costs by using organization's current data.
The template may be edited to demonstrate savings for other NSIs.*

| FY YEAR | ACTUAL CLABSI INFECTION | AVOIDED CLABSI INFECTION | COST PER HAI | COST AVOIDANCE | ACTUAL COST |
|------------------------------|-------------------------|--------------------------|--|----------------|-------------|
| FY20 <i>(for example)</i> | 10 (baseline) | 0 | \$8,379 to \$37,807 <u>HAI Costs</u> | \$0 | \$450,000 |
| FY21 <i>(for example)</i> | 2 | 8 | \$20,000 | \$160,000 | \$40,000 |
| FY 22 | | | | | |
| FY 23 | | | | | |
| FY 24 | | | | | |

⁹ Schimert et al., 2016

ROI: Cost Avoidance

FALL REDUCTION

*This table can be used to demonstrate potential/actual avoidable costs by using organization's current data.
The template may be edited to demonstrate savings for other NSIs.*

| FY YEAR | ACTUAL # OF FALLS | AVOIDED # OF FALLS | COST PER FALL | COST AVOIDANCE | ACTUAL COST |
|------------------------------|-------------------|--------------------|---------------|----------------|-------------|
| FY20 <i>(for example)</i> | 10 (baseline) | 0 | \$14,000 | \$0 | \$ |
| FY21 <i>(for example)</i> | 2 | 8 | | \$ | \$ |
| FY 22 | | | | | |
| FY 23 | | | | | |
| FY 24 | | | | | |

10 Joint Commission, 2015

ROI: Cost Avoidance

NURSE TURNOVER

This table can be used to demonstrate potential/actual avoidable costs by using organization's current data.

| FY YEAR | ACTUAL INCIDENTS OF NURSE TURNOVER | AVOIDED INCIDENTS OF NURSE TURNOVER | COST PER NURSE TURNOVER | COST AVOIDANCE | ACTUAL COST |
|------------------------------|------------------------------------|-------------------------------------|--|----------------|-------------|
| FY20 <i>(for example)</i> | 20 (baseline) | 0 | \$33,000 to \$56,000 Nurse Turnover | \$0 | \$960,000 |
| FY21 <i>(for example)</i> | 10 | 10 | \$48,000 | \$480,000 | \$480,000 |
| FY 22 | | | | | |
| FY 23 | | | | | |
| FY 24 | | | | | |

4 NSI Nursing Solutions, 2020

Discussion and Questions



References

1. Aiken LH, Sermeus W, Van den Heede K, Sloane DM, Busse R, et al. Patient safety, satisfaction, and quality of hospital care: cross sectional surveys of nurses and patients in 12 countries in Europe and the United States. *BMJ*. 2012 Mar 20;344:e1717.
2. McHugh MD, Kutney-Lee A, Cimiotti JP, Sloane DM, Aiken LH. Nurses' widespread job dissatisfaction, burnout, and frustration with health benefits signal problems for patient care. *Health Affairs*. 2011;30(2):202-210.
3. Kovner CT, Brewer CS, Fatehi F, Jun J. What does nurse turnover rate mean and what is the rate? *Policy Polit Nurs Pract*. 2014 Aug-Nov;15(3-4):64-71.
4. NSI Nursing Solutions, Inc. 2020 National Healthcare Retention & RN Staffing Report; 2020. Accessed 07/17/20 at https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf
5. Kutney-Lee A, Germack H, Hatfield L, Kelly S., Maguire P, et al. Nurse engagement in shared governance and patient and nurse outcomes. *J Nurs Admin*. 2016;46(11):605-612.

6. Department of Health and Human Services Centers for Medicare & Medicaid Services. Hospital Value-Based Purchasing (ICN 907664); September 2015. Accessed 01/19/19 at https://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNProducts/Downloads/Hospital_VBPurchasing_Fact_Sheet_ICN907664.pdf
7. Press Ganey. Health Care Workforce Special Report: The State of Engagement (White Paper); 2019. Accessed 07/17/20 at <https://www.pressganey.com/blog/press-ganey-releases-special-report-on-state-of-health-care-workforce-engagement>
8. Lake ET, Sanders J, Duan R, Riman KA, Schoenauer KM, Chen Y. A Meta-Analysis of the Associations Between the Nurse Work Environment in Hospitals and 4 Sets of Outcomes. *Med Care*. 2019 May;57(5):353-361. doi: 10.1097/MLR.0000000000001109.
9. Schmier JK, Hulme-Lowe CK, Semenova S, Klenk JA, DeLeo PC, et al. Estimated hospital costs associated with preventable health care-associated infections if health care antiseptic products were unavailable. *Clinicoecon Outcomes Res*. 2016 May 13;8:197-205. doi: 10.2147/CEOR.S102505. eCollection 2016.
10. Joint Commission. Sentinel Event Alert: Preventing falls and fall-related injuries in health care facilities (Issue 55; Sept 28); 2015. Accessed 07/17/20 at https://www.jointcommission.org/-/media/deprecated-unorganized/imported-assets/tjc/system-folders/topics-library/sea_55pdf.pdf?db=web&hash=53EE3CDCBD00C29C89B781C4F4CFA1D7



Valuable Resources for your Pathway to Excellence[®] Journey

Start your journey by contacting:

pathwayinfo@ana.org

301.628.5222

The Pathway team is ready to support you!



AMERICAN NURSES CREDENTIALING CENTER

PATHWAY TO EXCELLENCE

Free! Pathway Program Overview Video



Free! Pathway Program Overview Narrated PowerPoint



Free! Self-Assessment and Gap Analysis Tool



8515 Georgia Ave., Suite 400
Silver Spring, MD 20910

2020 Pathway to Excellence® Self-Assessment of Organizational Culture

The first step in pursuing recognition as a Pathway to Excellence health care organization is conducting a self-assessment and gap analysis of the organizational culture. Information collected is intended for the organization's internal use. The self-assessment must be deliberate and honest if it is to serve as an accurate measure of the gap between the organization's current and desired states. This process requires an organization to compare itself against the compulsory elements of the Pathway to Excellence program in order to assess the organization's current state. For a meaningful organizational self-assessment and gap analysis, it is recommended that nurses at all levels be included early in this process. Specific guidance on conducting an organizational self-assessment can be found in the Pathway to Excellence Application Manual.

Recommended prior to submitting an applicant registration for Pathway to Excellence® designation.

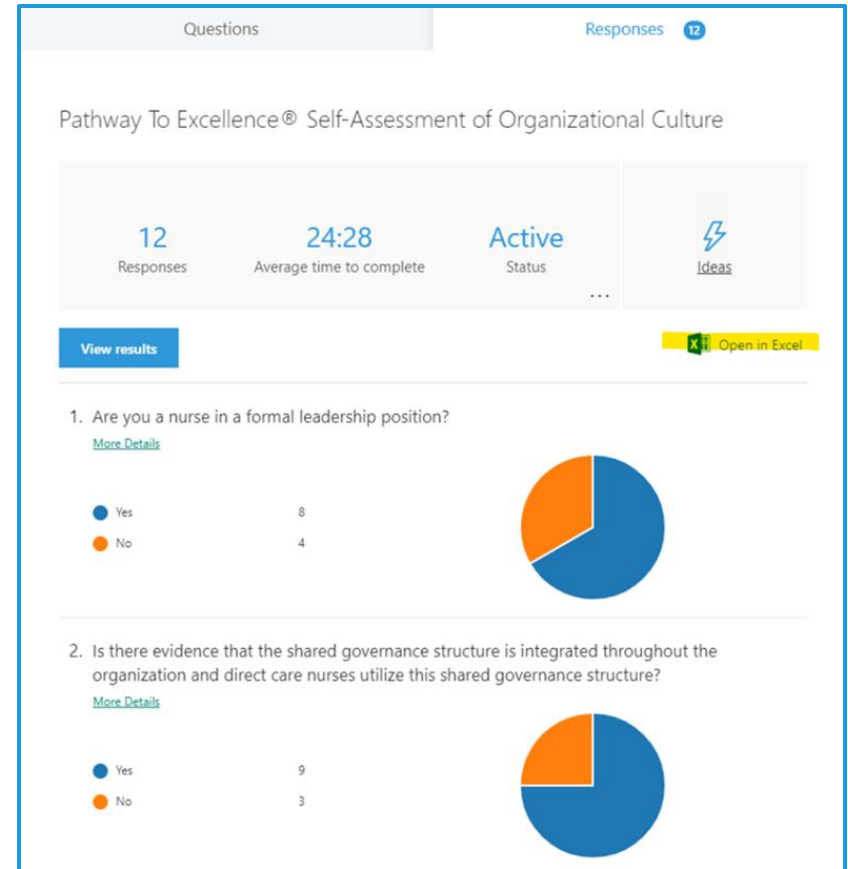
| Elements of Performance | Current State | Gaps | Action Plan |
|---|--|------|-------------|
| Pathway Standard 1: Shared Decision-Making | | | |
| Is there evidence that the shared governance structure is integrated throughout the organization and direct care nurses utilize this shared governance structure? | <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Does the organization utilize evidence-based practice to implement change in nursing practice? | <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Does the organization foster and support a culture of interprofessional decision-making? | <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Do nurses use the shared governance structure to promote community health and is it based on an organizational community needs assessment? | <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Is input from direct care nurses used in the hiring process for new staff? | <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Is there an interprofessional process in place to address ethical concerns within the organization? | <input type="checkbox"/> Yes <input type="checkbox"/> No | | |



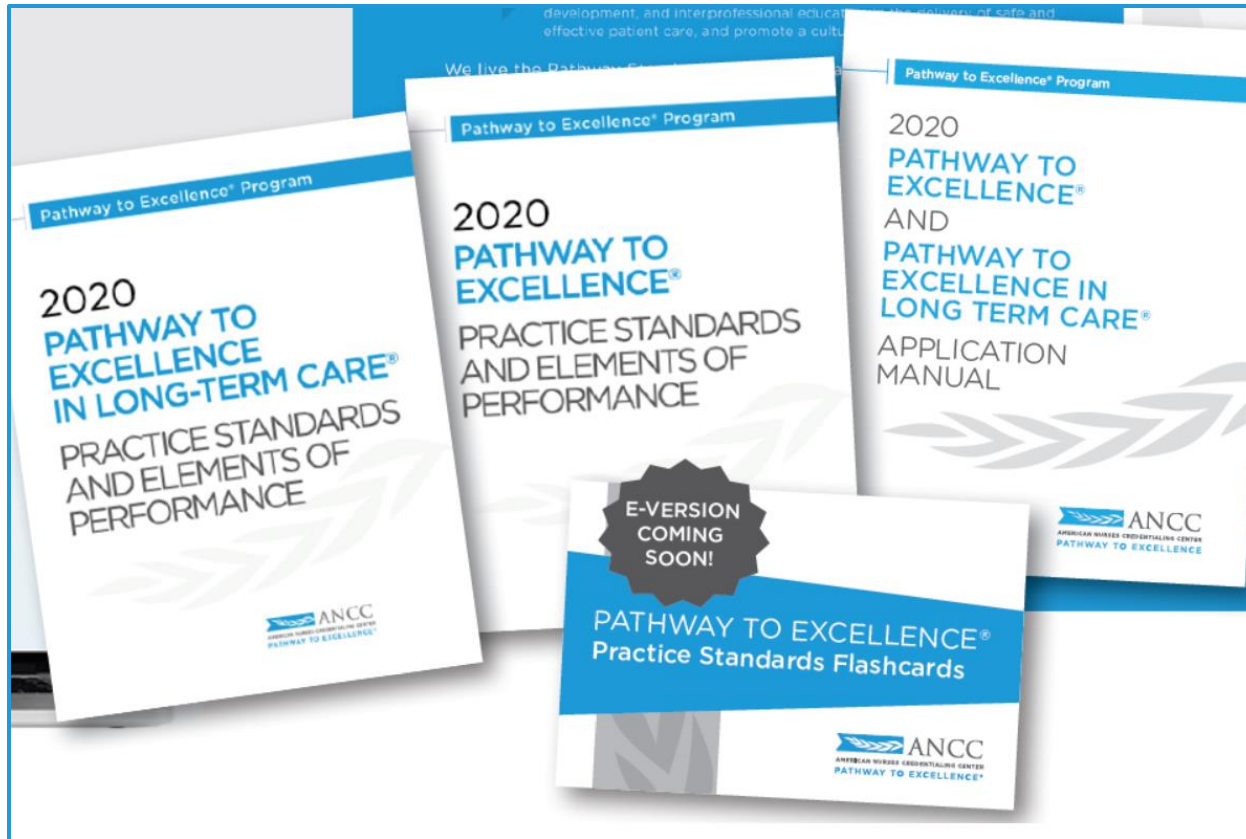
Access the tool by clicking on
<https://www.nursingworld.org/organizational-programs/pathway/apply/form-acute-care-self-assessment-of-organization-culture/>

Optional Electronic Self-Assessment with Analytical Capabilities

- Based on Self-Assessment of Organizational Culture Tool, with enhancements to save time, money, and effort!
 - Saves you time from having to request permission to copy and distribute copyrighted materials.
- Enables:
 - Easy distribution of the survey to leaders and frontline nurses
 - Easy analysis and ability to filter responses
 - Sharing of report to leaders and Pathway champions



Pathway to Excellence Application Publications



Virtual Program Guidance Workshops



- ❑ *The Journey*
 - August 13 & 14
 - November 5 & 6
- ❑ *Writing to the Standards*
 - September 10 & 11
 - December 3 & 4

ANCC Pathway to Excellence® On the Journey or Designated Poster template

- ANCC Pathway to Excellence® poster is a ready-made template that can be personalized with the organization's name to increase awareness about the organization's commitment (and your global credential) to creating and sustaining a positive practice environment for your patients and staff.
- Using the template saves the organization time and resources from designing, developing, and having to get copyright permissions from ANCC. Simply personalize and have them printed in any size desired!



To get more information about the posters, click on <https://www.nursingworld.org/nurses-books/ana-books/ebook-2020-pathway-to-excellence--designated-post/> <https://www.nursingworld.org/nurses-books/ana-books/ebook-2020-pathway-to-excellence--journey-poster/>

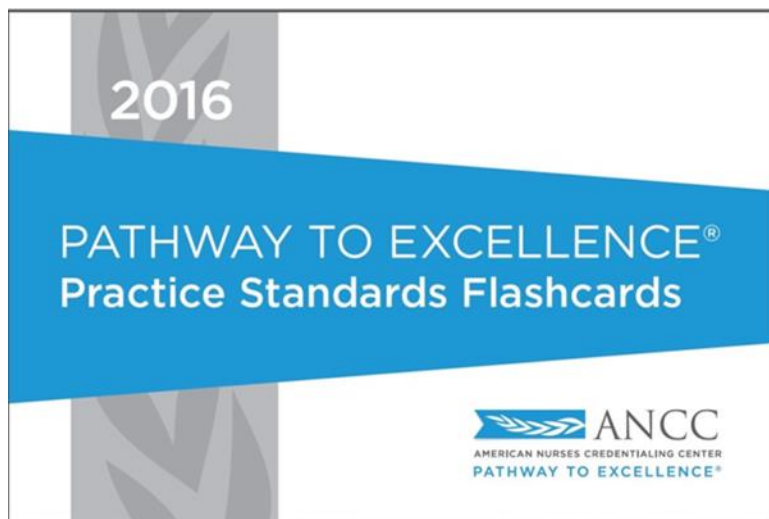
Ask Me about Pathway to Excellence[®] Engagement buttons

Why not have your staff, physicians, colleagues and patients ask you about your Pathway to Excellence journey? The “***Ask Me About Pathway***” button is a great tool for Pathway champions to wear to spark conversations about the organization’s investment in their staff and why creating positive practice environments is important.



Flash Cards: 2020 electronic version is coming soon!

The Pathway Flashcards can be used in daily huddles and other meetings to create excellent opportunities to engage the frontline staff, inform the team about the Elements of Performance, and gather stories of how the Pathway Standards are enculturated throughout the organization. These stories are critical in formulating narratives that demonstrate meeting the intent of each EOP.



Pathway Standard 1

SHARED DECISION-MAKING

EOP 1.1

1. What is interprofessional collaboration, and why is it important?
2. In our day-to-day activities, which health care workers from other disciplines are involved in our patients' care?
3. How does our unit promote a culture of interprofessional decision-making?
4. Describe a time when working with health care workers from other disciplines led to the improvement of our patients' outcomes.

2017 ANCC PATHWAY TO EXCELLENCE® PRACTICE STANDARDS FLASHCARDS

1-4

Pathway to Excellence® Bookmarks

- Looking for a quick and easy way to make your staff familiar with the six Pathway Standards? Include this bookmark with some treats or a pen at your next engagement event or staff meeting.



The bookmark features a photograph of two healthcare professionals, a nurse and a doctor, reviewing documents. Below the photo is the title "ANCC PATHWAY TO EXCELLENCE® 6 PRACTICE STANDARDS". The main text describes the standards as foundational elements for safe patient care and a positive practice environment. It lists three standards: 1. SHARED DECISION MAKING, 2. LEADERSHIP, and 3. SAFETY. A separate section on the right lists standards 5. WELL-BEING and 6. PROFESSIONAL DEVELOPMENT. At the bottom, it provides contact information for the American Nurses Credentialing Center and the website www.nursingworld.org/pathway.

developed through interprofessional collaboration, and implemented based on internal and external benchmarking.

5 WELL-BEING
Staff have the opportunity to develop a balance between work and personal life. Achievements for community service, patient advocacy, and contributions to improving population health are encouraged, supported, and recognized by the organization.

6 PROFESSIONAL DEVELOPMENT
The organization recognizes the importance of staff orientation, collaboration, and professional development in the delivery of safe and effective patient care.

The Pathway Standards reflect the foundational elements for safe patient care and a positive practice environment for delivering quality nursing services in Pathway-designated organizations.

1 SHARED DECISION MAKING
The organization has an established shared governance structure as the foundation for involving direct care nurses in decision making.

2 LEADERSHIP
Leadership fosters the foundation of collaboration among staff and supports a shared governance environment.

3 SAFETY

The Pathway to Excellence® Program recognizes a health-care organization's commitment to creating a positive nursing practice environment. The Pathway to Excellence in Long Term Care® Program is the first to recognize the type of supportive work setting specifically in long-term care facilities. Pathway organizations focus on collaboration, career development, and accountable leadership to empower nurses.

American Nurses Credentialing Center
8515 Georgia Avenue, Suite 400
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1.800.284.2378
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www.nursingworld.org/pathway

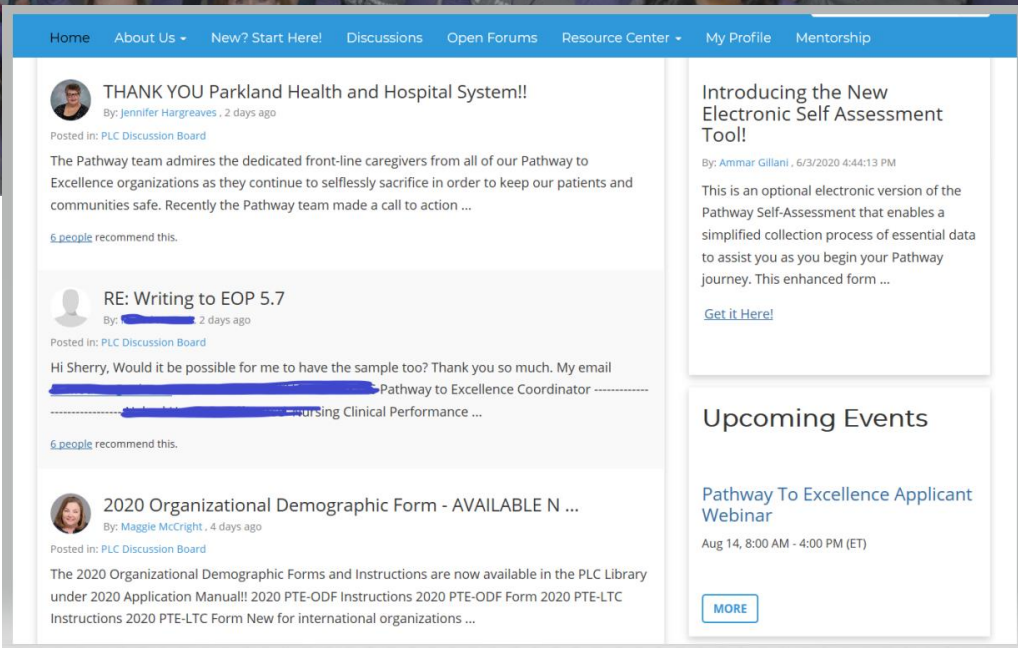
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Welcome to the Pathway Learning Community

Connect. Collaborate. Learn.

The PLC is an internet-based collaborative for sharing, connecting, and collaborating with the Pathway community. Apply now and gain access to this exclusive site.



[Home](#) [About Us](#) [New? Start Here!](#) [Discussions](#) [Open Forums](#) [Resource Center](#) [My Profile](#) [Mentorship](#)

THANK YOU Parkland Health and Hospital System!!
By: Jennifer Hargreaves, 2 days ago
Posted in: PLC Discussion Board
The Pathway team admires the dedicated front-line caregivers from all of our Pathway to Excellence organizations as they continue to selflessly sacrifice in order to keep our patients and communities safe. Recently the Pathway team made a call to action ...
[6 people](#) recommend this.

RE: Writing to EOP 5.7
By: [Redacted], 2 days ago
Posted in: PLC Discussion Board
Hi Sherry, Would it be possible for me to have the sample too? Thank you so much. My email [Redacted] Pathway to Excellence Coordinator -----
[Redacted] Nursing Clinical Performance ...
[6 people](#) recommend this.

2020 Organizational Demographic Form - AVAILABLE N ...
By: Maggie McCright, 4 days ago
Posted in: PLC Discussion Board
The 2020 Organizational Demographic Forms and Instructions are now available in the PLC Library under 2020 Application Manual!! 2020 PTE-ODF Instructions 2020 PTE-ODF Form 2020 PTE-LTC Instructions 2020 PTE-LTC Form New for international organizations ...

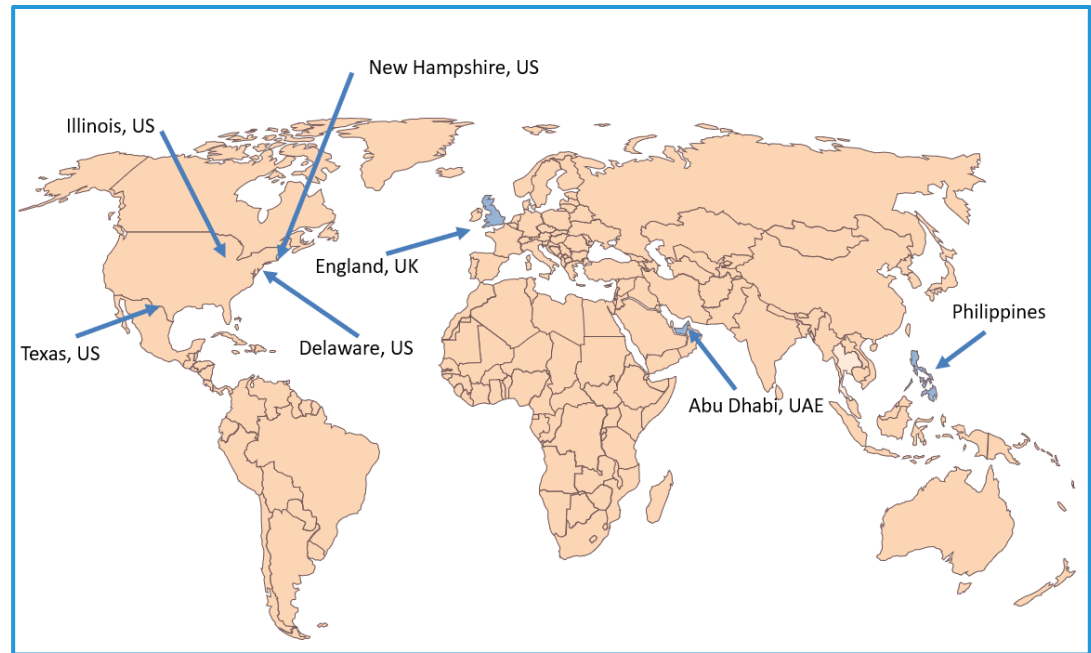
Introducing the New Electronic Self Assessment Tool!
By: Ammar Gillani, 6/3/2020 4:44:13 PM
This is an optional electronic version of the Pathway Self-Assessment that enables a simplified collection process of essential data to assist you as you begin your Pathway journey. This enhanced form ...
[Get it Here!](#)

Upcoming Events

Pathway To Excellence Applicant Webinar
Aug 14, 8:00 AM - 4:00 PM (ET)
[MORE](#)

Pre-Intent Program (PIP)

- Structured guidance to healthcare organizations embarking on the Pathway journey.
- Designed to support organizations as they navigate through the application process including how to begin the Pathway journey and understanding the intent of the Elements of Performance.



Get more information about the PIP by clicking on <https://www.nursingworld.org/organizational-programs/pathway/overview/pre-intent-program/>

Learn More

PATHWAY DESIGNATION

<https://www.nursingworld.org/organizational-programs/pathway/>

90-SECOND VIDEO OVERVIEW TO INTRODUCE NURSES TO PATHWAY TO EXCELLENCE

<https://youtu.be/aX8vH9F-3Sg?list=PLCGdz-zkJ3hpwG9461zb4UAXPX2IZnv9f>

LONG TERM CARE RESOURCES

<https://www.nursingworld.org/organizational-programs/pathway/overview/pathway-to-excellence-in-long-term-care/>

CASE STUDIES

<https://www.nursingworld.org/organizational-programs/pathway/overview/testimonials-and-case-studies/>

PATHWAY TO EXCELLENCE PUBLICATIONS

<https://www.nursingworld.org/continuing-education/ce-subcategories/pathway/>

A LITERATURE TABLE OF SELECTED RESEARCH STUDIES THAT HIGHLIGHT A FAVORABLE ASSOCIATION BETWEEN A VARIABLE WE INTERPRET TO BE CONSISTENT WITH A PATHWAY TO EXCELLENCE CHARACTERISTIC AND PATIENT, NURSE, OR ORGANIZATIONAL OUTCOMES

<https://www.nursingworld.org/organizational-programs/pathway/library-of-pathway-associated-concepts/>