PALMETTO HEALTH

X	Palmetto Health Baptist (PHB)
X	Palmetto Health Baptist Parkridge (PHBP)
X	Palmetto Health Richland (PHR)
X	Palmetto Health Tuomey (PHT)
X	All Non-Hospital Locations

Advancement System for Clinical Excellence and Nursing Development (ASCEND) PGR

Effective Date: 05/17/2018
Review Date: 07/09/2020

Name of Associated Policy:
Provision of Care Policy
Human Resources Reinstatement Policy

DEFINITIONS:
This program will be reviewed on an annual basis by the Professional Development Council. We reserve the right to make any changes to the program that are deemed necessary to maintain the integrity of the program and ensure the continued alignment with organizational goals.

1.   ASCEND – Advancement System for Clinical Excellence and Nursing Development.

   1.1   The program is based on five focus areas: Leadership, Professional Development, Quality, Practice, Research, and Technology. Core to the program are individual competencies and the achievement of professional outcomes. Competencies are based on knowledge, clinical skills, and personal characteristics that lead to outstanding performance.

1.2 ASCEND is operationalized by nurses demonstrating, through an individualized development portfolio, how they have contributed to achieving organizational goals and clinical outcomes. The achievements can be related to achieving operational excellence, identifying and spreading best practice, bringing the Palmetto Health Experience to life and/or reducing unwarranted variation. Recognition and specific levels of rewards are tied to the level of outcome attainment documented in the individual portfolio. These portfolios are driven by the nurses' abilities and interests and are designed to encourage self-directed professional development opportunities and career growth. The individualized portfolio is a shift from the traditional clinical ladders and will require strategies to support growth and development of leaders and staff as well as a culture shift that results in empowered and engaged nurses at all levels.

2. Nursing Shared Governance Professional Development Council-An organization wide council comprised of greater than 50% staff nurses whose purpose is to define, implement, and maintain an environment that promotes professional growth and autonomy and team member engagement and fosters advancement of nurses through collaboration with educational institutions.

3. Source of Evidence (SOE) - Exemplary example of nursing practice. The actual focus of your exemplar (i.e., Daisy, Harm Index, Certification, Advanced Education, Participating on a committee/council etc.).

RESPONSIBLE PERSONS (TITLE):
— Registered Nurse (RN)
— Licensed Practical Nurse (LPN)

PROCEDURE STEPS, GUIDELINES, OR RECOMMENDATIONS:

1. Eligibility:

 1.1 Registered Nurses and Licensed Practical Nurses at Palmetto Health in any job status or role: Directors and above are not eligible to participate at this time.

 1.2 Applicants must be employed as a Registered Nurse or Licensed Practical Nurse at Palmetto Health for at least 1 year prior to submitting their exemplars. Re-instated employees please refer to Human Resources Reinstatement Policy .

 1.3 Applicants that receive a Level 2 or above corrective action will be ineligible to join ASCEND for 1 year from the date of the last Level 2 or above offense.

 1.4 If an individual is enrolled in the program and becomes ineligible based on the parameter listed above, they will be removed from the program. They will be eligible to submit exemplars 1 year from the date of the last Level 2 or above offense.

        1.4.1   Individuals removed from the program forfeit their milestone and associated bonus for that quarter and thereafter.

1.5   The eligibility of all applicants will be verified on a quarterly basis.

1.6   For those individuals that are re-instated after a separation from employment for less than 90 days, they will resume their bonus and milestone.

1.7   Staffing One Solution (SOS) nurses are eligible to participate in the ASCEND program. Contact the SOS Nurse Manager for bonus eligibility requirements.

2.   Reward amounts will be based on actual hours worked for the last two years prior to the exemplar submission date. This applies to all job statuses.

3.   ASCEND is a voluntary program.

4.   Program Steps:

4.1   Select a quarterly submission date

January 15th
April 15th
July 15th
October 15th

4.2   Complete and submit exemplars on the appropriate iRound exemplar form.

4.3   It is the applicants' responsibility to ensure all forms are submitted correctly. If a submission date is missed, applicant may submit at a subsequent quarterly submission date.

5.   Starting the process:

5.1   Review the ASCEND information under the ENGAGE section of MyPal.

5.2   Tools and resources on the ASCEND website are the applicant's primary source of information regarding the ASCEND program. Information sessions will be available as a supplement to the tools and resources. Offerings are on the MyPal ASCEND website.

5.3   Decide what to submit:

        5.3.1   Review the ASCEND guide criteria on MyPal ASCEND website to determine the milestone which best aligns with your level of work and outcomes. If you have any questions, regarding appropriate submissions e-mail ASCEND@palmettohealth.org.

5.4   Decide when to submit:

    5.4.1   Take a prospective and retrospective look at your professional development:

        5.4.1.1 Examine what you have accomplished over the last two years and the associated results.

        5.4.1.2 Consider what you plan to accomplish over the next year.

        5.4.1.3 Select the quarterly submission cycle that best aligns with that information.

5.5   If you determine that you are not ready to join the program at this time, continue to keep track of your professional development so you will be prepared when you are ready to join.

7.   Milestones Levels:

    7.1   Crest:

        7.1.1   Reward based on actual hours worked, paid out in quarterly increments not to exceed $2,500 (yearly).

    7.2   Summit:

        7.2.1   Reward based on actual hours worked, paid out in quarterly increments not to exceed $3,000 (yearly)

    7.3   Pinnacle:

        7.3.1   Reward based on actual hours worked, paid out in quarterly increments not to exceed $3,500 (yearly).

    7.4   Milestones do not need to be achieved in succession; you can go from the Crest to the Pinnacle or the Pinnacle to the Crest; the milestone determination is based on outcomes.

8.   Exemplar Validation Process:

8.1   Exemplars may be audited.

8.2   Exemplars may be examined via comment analysis for source of truth, key words or synonyms that demonstrate the verb selected based on the evidence of Bloom's Taxonomy.

8.3   If during the auditing process exemplar/s are identified as having insufficient evidence, additional sources of evidence will be requested. The additional data is required to be submitted within 2 weeks of the request. The application will then be reprocessed and reevaluated

8.3.1   If the additional sources of evidence requested remain insufficient, the current milestone application will be forfeited.

8.3.2   A new portfolio application may be submitted at a subsequent quarterly submission date of the applicants choosing.

8.4   If an individual does not achieve the desired milestone, that individual has the option to revise and resubmit a new portfolio at a subsequent quarterly submission date of the applicants choosing

8.5   If the additional sources of evidence submitted for the current milestone application are unsubstantiated, the current milestone application will be forfeited and eligibility for reapplication is 1 year from original submission date.

9.   Appeal of Denial:

9.1   Team members who do not achieve the milestone they have applied for have the right to appeal that decision in person or in writing to the Professional Development Council

9.1.1.   To hear an appeal, at least six members of the council must be present. A two thirds (2/3) majority vote is required to reverse the denial of application. If unresolved, they may then appeal to the Chief Nursing Officer (CNO) in writing.

10.   Specific Submission Requirements:

10.1   All submissions must reflect work completed within the last two years from the quarterly submission date you select. This timeframe does not apply to Professional Certifications, Advanced Formal Education (i.e., Masters, Doctorate) or additional degrees/certifications in which you can clearly demonstrate measureable outcomes related to your nursing practice.

10.2   You may submit as a BSN only if obtained within the last two years from your quarterly submission date and it was not your primary degree when you graduated.

10.3   You may only submit exemplars and achieve a milestone one time in a two-year period.

10.4   Applicants are responsible for ensuring they:

10.4.1   Submit exemplars on the correct iRound form

10.4.2   Submit exemplars by the submission date

10.4.3   Complete all parts of the form; including drop down boxes, free text, and signature

10.5   Exemplars will not be accepted past the submission date; once exemplars are submitted, they will be considered final documents and will not be returned.

11.   Renewal Process:

11.1   To remain in the ASCEND program after your two-year achievement, exemplar submissions will be required by the date outlined below.

   11.1.1   There is no guarantee that you will maintain your current milestone or move to another milestone. Achievement will be based on the number of exemplars submitted per requirements and the outcomes you have achieved over the last two years.

   11.1.2   Number of exemplars required by milestone:
              Crest – 3, Summit – 4, Pinnacle – 5.

11.1.3   The applicant is responsible for utilizing the date list below to determine program element timeframes. Forfeit of milestone and associated ASCEND payout will result if renewal date is missed.

Exemplar Portfolio Submission Date	Renewal Exemplar Portfolio Submission Date
October 15, 2015	October 15, 2017
January 15, 2016	January 15, 2018
April 15, 2016	April 15, 2018
July 15, 2016	July 15, 2018
October 15, 2016	October 15, 2018
January 15, 2017	January 15, 2019
April 15, 2017	April 15, 2019
July 15, 2017	July 15, 2019
October 15, 2017	October 15, 2019
January 15, 2019	January 15, 2021
April 15, 2019	April 15, 2021
July 15, 2019	July 15, 2021
October 15, 2019	October 15, 2021
January 15, 2020	January 15, 2022
April 15, 2020	April 15, 2022
July 15, 2020	July 15, 2022
October 15, 2020	October 15, 2022

11.3   Late submissions will not be accepted. If a submission date is missed, applicant may submit at a subsequent quarterly submission date.

11. 4   If a submission deadline falls on a Saturday or Sunday, the deadline will be extended to the Monday immediately following.

11.5   ASCEND iRound may experience periodic access interruptions (i.e., monthly iRound downtime, ASCEND iRound enhancements, fulfillment of ASCEND iRound access request.)

ASCEND ADVANCEMENT PROGRAM

Nursing Engagement

PALMETTO HEALTH

How to use this guide:

1. Determine your Milestone based on the type and number of exemplars you will submit. Review the requirements for each Milestone below, then click on the name to go directly to that page.

    a. Crest - You must submit **three** exemplars. Chose the first two exemplars from the list of "foundational topics." Submit the third exemplar on either how you demonstrate your use of a Professional Certification to achieve an outcome, **or** you can chose one of the "advanced topics."

    b. Summit - You must submit **four** exemplars. Chose the first two exemplars from the list of "foundational topics." Submit the third exemplar on how you demonstrate your use of a Professional Certification to achieve an outcome **and** the forth exemplar using one of the "advanced topics."

    c. Pinnacle - You must submit **five** exemplars. Chose the first two exemplars from the list of "foundational topics." Submit the third exemplar on how you demonstrate your use of a Professional Certification to achieve an outcome. Submit the forth and fifth exemplars using one of the "advanced topics."

2. You will find links to helpful appendices throughout the guide, or you can click to go directly to them below:

    a. Appendix A - Foundational Topics
    b. Appendix B - Continuous Learning Through Professional Certification
    c. Appendix C - Advanced Topics
    d. Appendix D - Outcomes
    e. Appendix E - Measures by Pillar
    f. Appendix F - Quantitative & Qualitative Outcomes

3. Refer to this guide as often as needed while completing your ASCEND submission in iRound.

4. For questions, email ASCEND@palmettohealth.org

Crest

Submit (3) total exemplars on 3 different initiatives. Complete PARTS 1-6 for each exemplar submitted.

PART ONE: *Choose the topic for each exemplar required*

The focus of my accomplishment as a professional nurse is related to…

Exemplar 1 (Required) **AND** Exemplar 2 (Required)	Exemplar 3 **OR** Exemplar 4
Foundational Topics	**Professional Certifications** / **Advanced Topics**
+ New Technology + Professional Practice Model	**Professional Certifications** · **Advanced Topics**
+ Innovation + Collaborative Practice (Utilize Consultation or Other Resources)	+ Active professional certification by a nationally accredited organization · + Professional Growth + Profession of Nursing + Publish + Proposal + Research + Mentorship
+ Evidence-Based Practice + Interdisciplinary Problem Solving	
+ Council or Committee + Performance Improvement	
+ AACN Synergy Model + Nursing Shared Governance	
+ Change Process	
Click Appendix A for help	*Click Appendix B for help* / *Click Appendix C for help*

Exemplars 1-4

PART TWO: *Select the Area of Impact*

I Achieved, Identified, Brought, or Reduced…

1. Achieved Operational Excellence (**Clinical Measures**)
2. Identified and Spread Best Practice (**Practice**)
3. Brought the Palmetto Health Experience to Life (**Workforce Engagement**)
4. Reduced Unwarranted Variation (**Financial Savings**)

Click Appendix D help

PART THREE: *Provide data trends to support your accomplishments*

As evidenced by…

1. My data is… (Check all that apply)
2. Provide data metrics
3. Choose Qualitative and/or Quantitative data
   a. If Qualitative, provide 1 point of pre-data and <u>at least</u> 3 points of post-data
   b. If Quantitative, provide 1 point of pre-data and <u>at least</u> 3 points of post-data

Click Appendix E for help   *Click Appendix F for help*

PART FOUR: *Tell your story describing how you accomplished the <u>outcomes</u>*

As accomplished by…

Exemplar 1 (Required) **AND** Exemplar 2 (Required)	Exemplar 3 **OR** Exemplar 4
Foundational Topics	**Professional Certifications** · **Advanced Topics**
Using one of the following action verbs	*Using the CREST verb list.* · *Using the CREST verb list.*
+ Participated + Modified	
+ Shared + Advocated	
+ Engaged + Initiated	
+ Improved + Contributed	
+ Supported + Coordinated	*Click Appendix B for help* / *Click Appendix C for help*

PART FIVE: *How has your outcome contributed to Palmetto Health?*

Contributions include…

PART SIX: *What knowledge or skills have you gained through this experience?*

I learned…

Summit

Submit (4) total exemplars on 4 different initiatives. Complete PARTS 1-6 for each exemplar submitted.

PART ONE: *Choose the topic for each exemplar required*

The focus of my accomplishment as a professional nurse is related to…

Exemplar 1 (Required) AND Exemplar 2 (Required)		Exemplar 3 (Required) AND	Exemplar 4 (Required)
Foundational Topics + New Technology + Innovation + Evidence-Based Practice + Council or Committee + AACN Synergy Model + Change Process	+ Professional Practice Model + Collaborative Practice (Utilize Consultation or Other Resources) + Interdisciplinary Problem Solving + Performance Improvement + Nursing Shared Governance	**Professional Certifications** + Active professional certification by a nationally accredited organization	**Advanced Topics** + Professional Growth + Teaching + Publish + Proposal + Research + Mentorship + Profession of Nursing + Program Development
Click Appendix A for help		*Click Appendix B for help*	*Click Appendix C for help*

Exemplars 1-4

PART TWO: *Select the Area of Impact*	PART THREE: *Provide data trends to support your accomplishments*
I Achieved, Identified, Brought, or Reduced…	**As evidenced by…**

1. Achieved Operational Excellence (**Clinical Measures**)
2. Identified and Spread Best Practice (**Practice**)
3. Brought the Palmetto Health Experience to Life (**Workforce Engagement**)
4. Reduced Unwarranted Variation (**Financial Savings**)
	1. My data is… (Check all that apply)
	2. Provide data metrics
	3. Choose Qualitative and/or Quantitative data
	   a. If Qualitative, provide 1 point of pre-data and <u>at least</u> 3 points of post-data
	   b. If Quantitative, provide 1 point of pre-data and <u>at least</u> 3 points of post-data

Click Appendix D for help	*Click Appendix E for help* *Click Appendix F for help*

PART FOUR: *Tell your story describing how you accomplished the <u>outcomes</u>*

As accomplished by…

Exemplar 1 (Required) AND Exemplar 2 (Required)		Exemplar 3 AND	Exemplar 4
Foundational Topics Using one of the following action verbs: + Expanded + Led + Created + Implemented	+ Developed + Facilitated + Synthesized + Analyzed	**Professional Certifications** *Using the SUMMIT verb list.*	**Advanced Topics** *Using the SUMMIT verb list.*
		Click Appendix B for help	*Click Appendix C for help*

PART FIVE: *How has your outcome contributed to Palmetto Health?*	PART SIX: *What knowledge or skills have you gained through this experience?*
Contributions include…	**I learned…**

Pinnacle

Submit (5) total exemplars on 5 different initiatives. Complete PARTS 1-6 for each exemplar submitted.

PART ONE: *Choose the topic for each exemplar required*

The focus of my accomplishment as a professional nurse is related to…

Exemplar 1 (Required) AND Exemplar 2 (Required)		Exemplar 3 (Required) AND	Exemplar 4 AND 5 (Required)
Foundational Topics + New Technology + Innovation + Evidence-Based Practice + Council or Committee + AACN Synergy Model + Change Process + Nursing Shared Governance	+ Professional Practice Model + Collaborative Practice (Utilize Consultation or Other Resources) + Interdisciplinary Problem Solving + Performance Improvement	**Professional Certifications** + Active professional certification by a nationally accredited organization	**Advanced Topics** + Professional Growth + Teaching + Publish + Proposal + Research + Mentorship + Profession of Nursing + Program Development
Click Appendix A for help		*Click Appendix B for help*	*Click Appendix C for help*

Exemplars 1-5

PART TWO: *Select the Area of Impact*	PART THREE: *Provide data trends to support your accomplishments*
I Achieved, Identified, Brought, or Reduced…	**As evidenced by…**

1. Achieved Operational Excellence (**Clinical Measures**)
2. Identified and Spread Best Practice (**Practice**)
3. Brought the Palmetto Health Experience to Life (**Workforce Engagement**)
4. Reduced Unwarranted Variation (**Financial Savings**)
	1. My data is… (Check all that apply)
	2. Provide data metrics
	3. Choose Qualitative and/or Quantitative data
	   a. If Qualitative, provide 1 point of pre-data and <u>at least</u> 3 points of post-data
	   b. If Quantitative, provide 1 point of pre-data and <u>at least</u> 3 points of post-data

Click Appendix D for help	*Click Appendix E for help* *Click Appendix F for help*

PART FOUR: *Tell your story describing how you accomplished the <u>outcomes</u>*

As accomplished by…

Exemplar 1 (Required) AND Exemplar 2 (Required)	Exemplar 3 (Required) AND	Exemplar 4 AND 5 (Required)
Foundational Topics *Using one of the following action verbs* + Innovated + Integrated + Influenced + Published + Evaluated + Advanced + Generated	**Professional Certifications** *Using the PINNACLE verb list.*	**Advanced Topics** *Using the PINNACLE verb list.*
	Click Appendix B for help	*Click Appendix C for help*

PART FIVE: *How has your outcome contributed to Palmetto Health?*	PART SIX: *What knowledge or skills have you gained through this experience?*
Contributions include…	**I learned…**

Appendix A –

Foundational Topics

+ New Technology
+ Innovation
+ Evidence-Based Practice
+ Council or Committee
+ AACN Synergy Model
+ Change Process

+ Professional Practice Model
+ Collaborative Practice (Utilize Consultation or Other Resources)
+ Interdisciplinary Problem Solving
+ Performance Improvement
+ Nursing Shared Governance

Topic	Definition
New Technology	Application of existing technology or the development of new technology.
Innovation	Using existing standards or equipment in a new or different way.
Evidence-Based Practice	Conscientious use of current best evidence to make decisions about patient care.
AACN Synergy Model	A model of care in which a nurse's competencies align with patient needs.
Change Process	To make something different.
Nursing Shared Governance	A model of nursing practice as a means of achieving quality care.
Professional Practice Model	A schematic symbolizing our beliefs, values, theories and systems for nursing practice.
Collaborative Practice (Utilize Consultation or Other Resources)	The sharing of responsibility and accountability for patient care.
Interdisciplinary Problem Solving	Engaging different disciplines to address an opportunity within an organization.
Performance Management	Using the Plan-Do-Study-Act (PDSA) model to make change.
Council or Committee	Council: A decision-making body (Nursing Shared Governance). Committee: Sanctioned by a council for the purpose of a specific task. Committees may be ad-hoc or ongoing for regulatory purposes. Meeting: Information is shared for knowledge purposes and provides opportunity for clarification. Meetings are meant for operationalizing a decision.

Appendix B –

Continuous Learning through Professional Certification

A professional certification is a demonstration of expert knowledge that must be renewed on an ongoing basis through continuous growth. Typically, certifications do not require a demonstration of skills such as BLS or ACLS, which are not professional certifications.

To ensure the most up to date and accurate information is on record, **ALL** **nurses who have earned a certification or are a member of a professional organization must complete this new process, even if they have previously submitted the information to their manager or HR.**

- To log a Professional Certification (nursing or non-nursing) click here.
  - Attach proof of certification with accurate dates to the form
- To log a membership to a professional organization ONLY, click here.

Appendix C –

Advanced Topics

Important: *Please note that not all topics below may be applicable to the milestone you apply for.*

1. **Professional Growth**
   + Continuing education or Palmetto Health approved contact hours (Minimum of 50 hours)
     o Choose one area of content to focus your exemplars on
     o Contact hours are offered for some Palmetto Health courses; follow up with your educator
   + Academic Credits (Complete at least five semester credits or six quarter credits of academic courses)
     o Choose one area of content to focus your exemplars on
   + Achieve additional formal education
     o Degree (Master's degree or above)
     o Certificate

2. **Teaching**
   + Presentations (Delivered in a structured teaching/learning framework as part of conferences, grand rounds, in-services, seminars, teleconferences, internet-based or other e-learning formats)
   + Achieve instructor certification
   + Facilitate student education as an instructor

3. **Program Development**

4. **Publish**
   + Article published in a peer-reviewed journal or a book chapter
   + Professional poster submission
   + Policy or PGR submission

5. **Proposal (includes literature review)**
   + Grant
   + Pro Forma
   + Research proposal (IRB approved)

6. **Research (Study completed during the two year ASCEND renewal period timeframe)**
   + Validate existing knowledge
   + Obtain new knowledge

7. **Mentorship (excluding clinical mentor and paid preceptor hours)**
   + Peer coach
   + Mentorship-based management

8. **Profession of Nursing (Promotion and advancement of)**
   + Volunteer in internal or external organizations during your renewal period (Examples include, but are not limited to, serving on boards of directors, committees, editorial boards, review boards, task forces, disaster relief, community outreach, and medical missions). The [For Goodness Sake](#) program offers community service opportunities supporting the mission of Palmetto Health
   + Workforce development in the community
   + Active member of a professional organization; engaged in organization activities
   + Education: Patient and family education; public education

Appendix D –

Outcomes

Outcomes	Examples of Measures
1. Achieved Operational Excellence	**Clinical Measures**: e.g. Quality Indicators, Harm Index, Value-Based Purchasing
2. Identified and Spread Best Practice	**Practice**: e.g. Evidence-Based Practice; Case Study
3. Brought the Palmetto Health Experience to Life	**Workforce Engagement**: e.g. HCAHPS, Satisfaction, Retention, Award, Recognition
4. Reduced Unwarranted Variation	**Financial Savings**: e.g. Cost Savings, Cost Avoidance

Appendix E –

Measures by Pillar

*If using numerical data as evidence for your exemplar, it is recommended to seek data from Palmetto Health sources when possible. Some examples are listed below. Please see your leadership team if you need assistance obtaining the data.

Important: *The provided examples of sources are mostly quantitative in nature, however Qualitative sources such as quotes, patient examples, surveys, etc. may also be used.*

Pillar	Data Metric	Sources of Evidence
+ People	+ Employee + Retention + Engagement + Satisfaction + Award + Recognition + Training ,Certification, and/or Degree	+ iRound + Joyfull + Lawson + Press Ganey (HCAHPS)
+ Service	+ Patient Satisfaction & Engagement + Touch time + Patient flow	+ Qlikview + Smartsheet

+ Quality	+ Nursing Sensitive Indicators:
	   CLABSI, CAUTI, Falls, Pressure Injury
	+ Meaningful Use
	+ Evidence-Based Practice
	+ Value-Based Purchasing
	+ Quality Indicators/Harm Index
	+ K-Card
		+ Survey Monkey
		
		+ Discharge Call Manager
		
		+ Clinical data bases:
		   (ie. Glucommander, alaris pump, Pyxis etc.)
		
		+ Report 2 Web budget report, worked hours, overtime

+ Finance	+ Cost Savings + Cost Avoidance + Productivity + Readmissions	+ Revenue cycle: Adm volume, Patient charges, Room & Board charges + Supply Cost & distribution + Cerner
+ Growth	+ Patient Volume, Days, Census	+ Excel + Harm Index
+ Community	+ Population Health	+ Crystal Reports + Other
	+ Other	

Appendix F –

Quantitative & Qualitative Outcomes

Quantitative

Also called "empirical", the term quantitative refers to outcomes or results based on something that can be accurately and precisely measured. Quantitative measures are measures that result in numbers and statistics. For example, it is possible to discover exactly how many times per minute a patient breathes and measure the corresponding effects on the patient's oxygenation status. Quantitative outcomes are obtained from numerical data which can be put into categories, ranked in a certain order, or measured in units of measurement. This type of data can be used to make numerical comparisons or used to construct graphs and tables.

Quantitative outcomes answer questions like "How many" or "How much" or "How often". When used to compare things, they do so by comparing apples to apples, i.e.: everyone is measured by the same standard. This type of data can be used to construct graphs and tables.

Quantitative Data Will:	Common Data Capturing Methods
- Focus on numbers/numeric values - Produce data with facts or figures - Answer who, what, where, when - Allow for measurement of variables - Uses statistical data analysis - Be easily replicated by someone else	- Survey - Existing data - Tracking system - Experiments/clinical trials - Document analysis - Observation

Qualitative

Qualitative data is the collection of information that cannot easily be measured by numbers. However, the information gathered will display the real-life impact of your work (i.e. a positive impact to a patient or quotes from others that support your impact). Qualitative data is typically descriptive in nature and is more in a narrative rather than a numerical form. Analysis of qualitative data requires accurate descriptions of the data being collected. In a survey, for example, you may sort participant responses to open questions into broad themes and patterns. It is important to be objective in your interpretation of qualitative data.

For example, you can conduct a survey on job satisfaction by asking respondents to describe how satisfied they are with their job. Based on their responses, you may be able to conclude that overall, the respondents are very satisfied with their jobs. However, it is not possible to come up with an accurate, standard numerical scale to precisely measure the level of job satisfaction. Here the results are qualitative because the results are not gathered in numerical form. This is because it is difficult to assign a numerical value to a person's opinions. Qualitative data is usually descriptive data and is harder to statistically analyze than quantitative data. It is important to note that even though there are no numerical results in this example, the information obtained in the job satisfaction survey results will still be able to validate the conclusion(s) made regarding your outcomes/results.

When forming a qualitative outcome consider the following:

1. What is the problem and/or opportunity?
2. What was done to address that problem and/or opportunity
3. What changes in knowledge, action(s), or condition(s) occurred as a result of question #2?

Qualitative Data Will:	Common Data Capturing Methods
• Focus on text/narrative from respondents • Answer why and/or how • Produce data with more depth and description • Seek to explain and understand	• Quotes (ex. peers, patients, class participants) • Observational case notes • Focus group • Interview (ex. a one-on-one conversation) • Open-ended survey questions (ex. post class survey) • Observation (ex. observing patients) • Meetings • Document analysis • Case study • Patient examples (*Patient names should be deidentified*)

Can an Outcome Have both Qualitative <u>and</u> Quantitative Measures?

Yes, it is possible for an outcome to have qualitative and quantitative measures. For example, observations and questionnaires can produce both qualitative and quantitative information. For example, a rating scale on a questionnaire or survey can generate numerical data or data that can be categorized. Adding open-ended questions to the questionnaire or survey would generate qualitative descriptive responses that cannot be assigned a numerical value.