

PROFESSIONAL DEVELOPMENT GUIDE



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NAHQ Professional Development Guide

Now that you've had a chance to see which groupings your current work behaviors fall in, we welcome you to the next part of NAHQ's Professional Assessment: your personalized report, Interactive Dashboard and Professional Development Guide.

Note: once you have completed the assessment and accessed your personalized report and Interactive Dashboard, you'll be able to receive 2 CPHQ CE credits in your NAHQ account by completing the Professional Assessment Evaluation.

Interactive Dashboard

About the Dashboard

The Interactive Dashboard displays grouping results based on your responses to the assessment. You can view your level in each of the 8 domains and 29 competency areas of the Healthcare Quality Competency Framework and compare your results against other healthcare quality professionals. The aggregate data can be filtered by:

- Primary job responsibility
- Job levels
- Education levels
- Years of experience
- Employer types
- Employer size
- Etc.

Based on the number of participants that complete the assessment, the data will change and grow. You can access the Dashboard and regularly benchmark and create specific professional development plans.

Understanding the Interactive Dashboard

The red numbers and boxes are explained below.

Your Interactive Dashboard will be available to view within an hour of completing the assessment. If it doesn't appear below, please try using a different web browser, like Chrome or Firefox.

[Professional Development Guide](#)

1

Assessment Selection
2020-12-17

[My Assessment Results](#)

Interactive Dashboard

2

[< My Professional Assessment Page](#)

3

Assessment Overview

[Load Report](#)

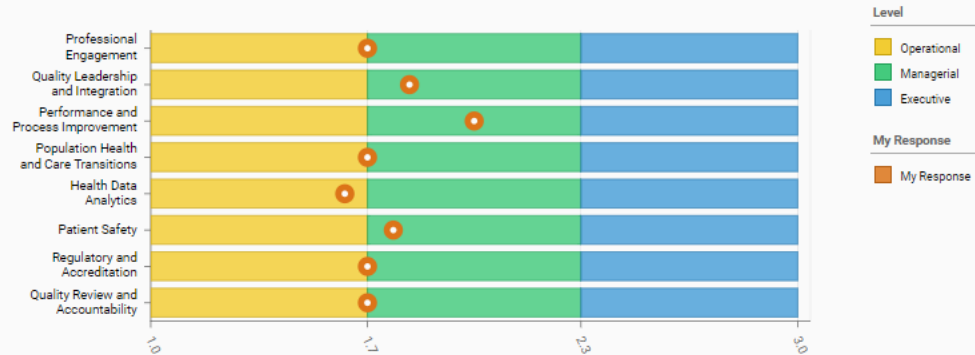
NAHQ PROFESSIONAL ASSESSMENT OVERVIEW

4

[FILTERS](#)

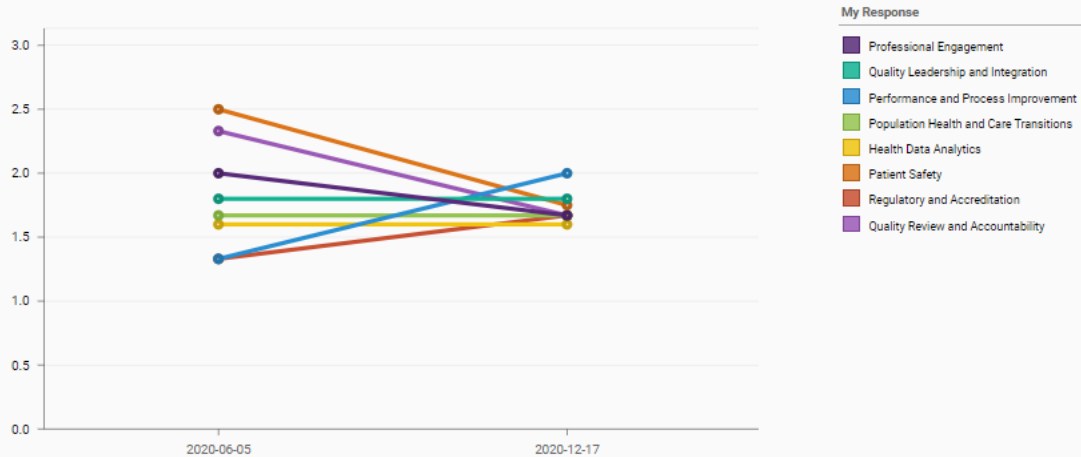
5

Dimension Scores



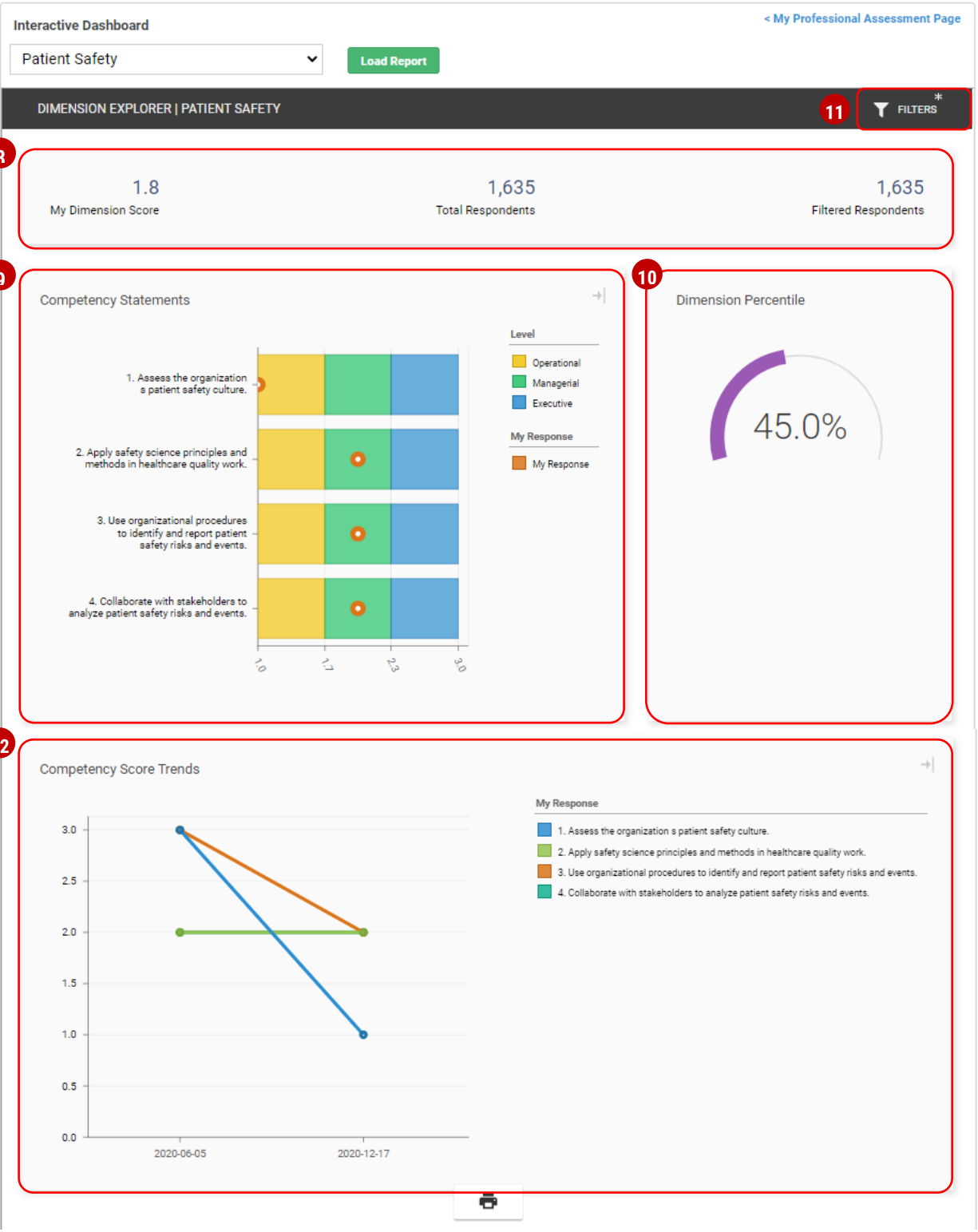
6

Dimension Score Trends



7





1. **Assessment Selection:** Use this dropdown menu to select which assessment to feature in the dashboard reports, based on the date it was completed. The most recent assessment taken will be selected by default.
2. **My Professional Assessment Page:** Use this link to navigate back to the main Professional Assessment page.
3. **Report Selection:** Use this dropdown menu to select the report you wish to view, then click the green Load Report button. The default report on the Interactive Dashboard is the Assessment Overview; it is designed to provide a summary of your results for the selected assessment at the domain level. The other 8 reports allow you to drill into specific results for each domain at the competency level. Click the Load Report button to change the report view.
4. **Domain Filters:** Use this filter to select which domains to display on the Assessment Overview report. All 8 domains are displayed by default.
5. **Domain Results:** This chart is designed to provide a summary of your results for the selected assessment at the domain level. The chart plots your level in each of the 8 domains. Hover over the chart to view your exact numerical Results.

Foundational
1.0 – 1.6

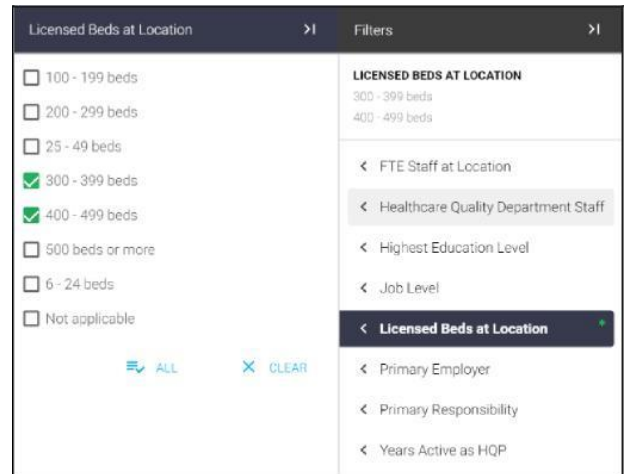
Proficient
1.7 – 2.3

Advanced
2.4 – 3.0

6. **Domain Results Trends:** This chart displays domain Results for all completed assessments to track progress over time. Hover over the chart to view the exact domain Results for each assessment.
7. **Print:** By clicking on the printer icon at the bottom of the report, you will generate a PDF copy of the current page which you may save or print to a hard copy.
8. **Domain Explorer:** The Domain Explorer reports are designed to provide a summary of your results at the competency level for each domain. The top section of the report displays your overall domain Results and the total number of assessment respondents; note that this number will increase as more professionals complete the assessment. If you apply a demographic filter (see #11 below), the 'Filtered Respondents' represents the total number of assessment respondents you are being compared to in the 'Domain Percentile' section.
9. **Competency Statements:** This chart plots your level for each competency statement for the selected assessment. Hover over the chart to view your exact numerical Results.
10. **Domain Percentile:** The Domain Percentile indicates your rank among other respondents based on the filters you select. Note: The percentile chart only displays if you have selected your most recent assessment to feature in the reports.

11. Filters: You can view your percentile rank among a select population of NAHQ Professional Assessment respondents by filtering on a series of demographic criteria:

- Employer type
- FTE staff at work location
- Healthcare Quality department staff at work location
- Highest education level
- Job level
- Licensed beds at work location
- Primary job responsibility
- Years active as a Healthcare Quality Professional (HQP)



12. Competency Results Trends: This chart displays your competency Results in the selected domain for all completed assessments to track progress over time. Hover over the chart to view the exact competency Results for each assessment.

Professional Development Resources

All resources found in this guide are meant to support your personal professional development. In this section you'll find tools and templates for organizing a plan, as well as resources meant to expand your understanding of each domain.

Can't find what you're looking for? As more assessment responses are aggregated into the Interactive Dashboard, NAHQ will add content and resources based on where we see our members focusing.

Building your professional development plan

To guide your planning, ask yourself the following questions:

- What are my professional development goals for the next 3 years?
 - If I'm a CPHQ, how best can plan and leverage my continuing education credits (CE) throughout my recertification cycles to accomplish my goals?
- What specific competencies do I need to address based on my Professional Assessment results and my career plans?
- What is the best way for me to advance in the areas I have identified, that is, work experience, self-directed learning, professional training, and degree-based education?
- What resources must I invest to advance? What resources can I procure from my employer?
- How can I establish a mentoring relationship with another healthcare quality professional who can guide me in the development and implementation of my development plan?

Once you've considered your goals, use this tool for mapping out your plan: [Professional Development Plan](#)

Domain-specific resources

Quality Leadership and Integration

Quality leadership and integration enhance your capabilities to advance your competencies and keep pace with others in the field. Specifically, quality leadership and integration promote the following skills:

- Prepares you to guide other organizational leaders through collaborative efforts to achieve improved outcomes.
- Provides you with the core skill sets needed to lead organizational efforts to achieve high reliability.
- Provides an understanding of the connection between workforce competencies and the need to implement healthcare quality professional development and succession programs.

Performance and Process Improvement

Performance and Process Improvement enhance your capabilities to advance your competencies and keep pace with others in the field. Specifically, Performance and Process Improvement:

- Helps you understand how processes work. This opens you to learn about how others do their work which leads to authentic and sustainable improvements.
- Allows you the prospect to gain confidence in the multiple abilities associated with PPI methods and project management such as communication, data analysis, and organization.
- Enhances your skills to manage, coach, mentor, lead, and influence others.
- Provides you with the opportunity to impact healthcare in a positive way making high quality healthcare the standard.

- One helpful PPI tool is a [RASCI matrix](#) that defines roles and responsibilities in cross functional projects or processes.

Population Health and Care Transitions

Population health and care transitions enhance your capabilities to advance your competencies and keep pace with others in the field. Specifically, population health and care transitions:

- Enhances your understanding of populations your organization serves.
- Grows your knowledge of the care continuum and the areas of care necessary to support populations.
- Facilitates analysis of populations and communities and identifies resources for specific populations.
- Incorporates public health approaches into the care model.

Health Data Analytics

Health data analytics enhances your capabilities to advance your competencies and keep pace with others in the field. Specifically, health data analytics promotes the following skills:

- Helps you maintain and enhance your knowledge, skills, and competencies in a highly competitive field.
- Provides enhanced value to your organization in terms of your ability to transform data into actionable information.
- Helps you learn to use the right tools to analyze and present data for meaningful interpretation.
- Helps you become better at communicating key quality metrics and results of performance improvement projects.

Patient Safety

Patient safety enhances your capabilities to advance your competencies and keep pace with others in the field. Specifically, patient safety promotes the following skills:

- Leverages partnerships with diverse stakeholders to co-create a culture that supports delivery of excellent and safe care while minimizing or eliminating preventable harm to the patient.
- Promotes the identification and integration of evidence-informed principles and practices from across diverse industries.
- Uses a systems-thinking approach and mindfulness practices to customize remediation plans that align with the desires of the patient.
- Taps into the professional's influential power to report risks, assess organizational impact, and establish and lead organization-wide patient safety initiatives.
- Builds interprofessional relationships through coaching and mentoring other professionals on patient safety principles.
- Publications and informational resources: American College of Healthcare Advanced & IHI/NPSF Lucian Leape Institute. (2017). *Leading a Culture of Safety: A Blueprint for Success*. Oster, C. A., & Braaten, J. S. (2016). *High Reliability Organization: A Healthcare Handbook for Patient Safety & Quality*.

Regulatory and Accreditation

Regulatory and accreditation enhances your capabilities to advance your competencies and keep pace with others in the field. Specifically, regulatory and accreditation:

- Allows you to maintain and enhance your knowledge, skills, and overall competency in a very specialized field.
- Provides you with the opportunity to engage with your whole organization, not just one area.
- Permits you to make a difference in the quality and safety of patient care in all care settings by helping caregivers understand the rules of practice.
- Enables you to enhance your abilities to ask questions and investigate issues.
- Enables you to enhance writing skills for developing policies and procedures and responding to assessment citations.
- Allows you to enhance your public speaking skills by providing education on regulatory and accreditation topics.
- Enhances your commitment to a specialty area of the profession by providing you with a deeper understanding of your work and the effect it can have on caregivers as well as on patients and their families.
- Informational resources to consider:
 - [CMS.gov](https://www.cms.gov)
 - [OSHA.gov](https://www.osha.gov)
 - [FDA.gov](https://www.fda.gov)

Quality Review and Accountability

Quality review and accountability enhance your capabilities to advance your competencies and keep pace with others in the field. Specifically, quality review and accountability:

- Enables you to prepare stakeholders for new regulations and payment strategies through your contemporary knowledge of healthcare payment reform.
- Supports your ability to become a valued member of the leadership team by bringing the perspective of quality and accountability to the organization's decision-making process.
- Positions you as a coach, mentor, and trusted advisor guiding practitioners through ongoing review and improvement opportunities as well as difficult conversations about performance.
- Empowers you to contribute to organizational efficiency and cost management by implementing innovative means of automating the quality and accountability review process.
- Optimizes career growth opportunities as you gain new knowledge of healthcare operations and strategy through collaboration with other stakeholders.

Professional Engagement

Active professional engagement enhances your capabilities to advance your competencies and keep pace with others in the field. Specifically, professional engagement:

- Allows you to maintain and enhance your knowledge, skills and overall competency.
- Ensures that you are relevant and up to date—aware not only of changing trends but also of changing directions in the profession of healthcare quality.

- Supports you in becoming a more effective member of your team and maximizing your contribution to cost-efficient, quality care that improves patient outcomes.
- Provides a path for advancing your career and supports you in taking on new positions in which you can manage, coach, mentor, lead, and influence others.
- Opens you to new possibilities through learning about the experience of others.
- Enhances your commitment to the profession by providing you with a deeper understanding of your work and the impact it can make.
- Provides you with an opportunity to give back by contributing to the advancement of the body of knowledge.

Resources offered through NAHQ

NAHQ is the association for healthcare quality professionals. We have a host of resources available to help you advance your competencies and career. The list below is a sample of what is available to help you advance your professional engagement competencies:

Consider NAHQ Membership

As a member, you have access to an extensive catalog of content representing the 8 competency domains. All content offers CPHQ CE so you're able to build your knowledge and skills, as well as, meet your CPHQ recertification requirements of 30 credits every 2 years. Take advantage of this outstanding offer, visit <https://nahq.org/membership/join>.

Grow your network and give back to the community

NAHQ Special Interest Groups allow NAHQ members to expand their professional network, learn best practices, and brainstorm with peers to enhance knowledge. Join special interest groups, including Health Data Analytics, Regulation/Accreditation, Ambulatory Care, Behavioral Health, and Acute Care. These online communities provide a forum to share resources, solicit advice, and network. To learn more about NAHQ Special Interest Groups, visit <https://nahq.org/membership/special-interest-groups>.

NAHQ Network is an online community that supports members in building a professional community, provides access to a shared library of content and best practices, and provides members the opportunity to interact with healthcare quality professionals worldwide. For more information about NAHQ Network, visit <http://nahqnetwork.nahq.org/home>.

NAHQ offers several different opportunities for individuals to engage as volunteers and share their expertise each year to help advance the profession. These opportunities include serving on NAHQ committees and task forces as well as contributing as authors, speakers and subject matter experts. For more information on volunteer opportunities with NAHQ, visit <https://nahq.org/membership/volunteer>.

NAHQ Awards recognize the outstanding contribution of individuals and organizations advancing the profession and practice of healthcare quality. For more information on NAHQ Awards, visit <https://nahq.org/membership/awards>.

Find additional learning opportunities

NAHQ offers a variety of education programs for professionals at every competency level.

NAHQ's HQ Principles provides a foundation of knowledge for every professional practicing healthcare quality. The online certificate program introduces quality and patient safety fundamentals, methodologies, and concepts. To learn more about NAHQ's HQ Principles, visit <https://nahq.org/education/hq-principles>.

The NAHQ CPHQ Prep program prepares you to earn the profession's only accredited certification: The Certified Professional in Healthcare Quality®. For those who are ready to demonstrate their commitment to the profession, NAHQ designed a suite of offerings to provide the knowledge required to successfully prepare for the examination. To learn more about NAHQ's CPHQ Prep programs, visit <https://nahq.org/education/cphq-prep>.

NAHQ Webinars, including Learning Labs, Industry Insights, and Info Sessions, provide practical content to apply immediately to your daily job as well as cutting-edge content to build your professional competencies. NAHQ webinars help take your learning to the next level to advance the profession. To learn more about NAHQ Webinars, visit <https://nahq.org/education/webinars>.

Become a CPHQ

CPHQ is the only accredited certification in healthcare quality and provides the industry standard of professional achievement, putting professionals who achieve certification and recertify at the forefront of quality practice. To learn more about CPHQ, visit <https://nahq.org/certification/certified-professional-healthcare-quality>.

Attend events tailored to your work

NAHQ Next is the only conference exclusively for healthcare quality professionals. Considered a career accelerator, NAHQ Next features a robust program of curated sessions that align with the domains of the NAHQ Healthcare Quality Competency Framework. For more information about NAHQ Next, visit www.nahqnext.org.

The NAHQ National Healthcare Quality Summit is an Advanced symposium on transitioning to quality as a business strategy and supporting the workforce to achieve value-driven goals. Designed to meet the needs of healthcare leaders, the Summit advances recognition of the important role healthcare quality professionals play in advancing their organizations, healthcare, and the economy. For more information about the NAHQ National Healthcare Quality Summit, visit <https://www.nahqsummit.org/>.

Publish your academic research

The Journal for Healthcare Quality (JHQ) is a peer-reviewed publication promoting the art and science of healthcare quality practice to improve health outcomes and advance the practice in changing environments. *JHQ* serves as the premier resource for scientific solutions in the pursuit of healthcare quality. *JHQ* articles cover topics included in the NAHQ Healthcare Quality Competency Framework and span the continuum of care. Additionally, select articles offer CPHQ continuing education credits. For more information on *JHQ* and how you can contribute, visit <https://nahq.org/education/journal-healthcare-quality>.

The NAHQ Quality Driven Healthcare website provides healthcare leaders with information resources to support the engagement and integration of the healthcare quality workforce. Resources accessible through our website include whitepapers, videos and research reports, including NAHQ's

groundbreaking report: *Key Workforce Competencies for Quality-Driven Healthcare*. To explore these and other resources, visit www.qualitydrivenhealthcare.org.

Looking to make a career change?

NAHQ Career Services unites job-seeking healthcare quality professionals with employee-seeking organizations through an online portal of open positions and profiles. In addition, Career Services features profiles of successful healthcare quality professionals, providing examples of the paths that other healthcare quality professionals have taken in the field and demonstrating the qualities and skills necessary to advance the profession. For more information on the NAHQ Career Services, visit <https://nahq.org/career-services/careers>.

Appendix

FAQs

About the NAHQ Professional Assessment

How was the Healthcare Quality Competency Framework developed?

The NAHQ Healthcare Quality Competency Framework, which the NAHQ Professional Assessment is based upon, was developed and validated by a diverse group of healthcare quality leaders. These experts categorized healthcare quality work into 8 domains, which are comprised of 29 competencies. There are over 462 skills, stratified by level, associated with the framework.

Does the NAHQ Professional Assessment assess competency?

No; the NAHQ Professional Assessment does not assess individual or workforce competency. In the Assessment, you are evaluating what you are currently doing in your job. The Interactive Dashboard allows you to benchmark the healthcare quality work you do in your job with the work others do in the healthcare quality profession.

Does every professional working in Healthcare quality need to be at the Advanced level in all 8 domains?

All healthcare quality professionals should be at the Foundational level in all 8 domains; however, because professionals may often specialize in certain areas or are currently in a role that does not provide or require experience in all areas, it is standard for an individual's level to vary across the Healthcare Quality Competency Framework.

I expected my result(s) to be at a different level.

This is meant to be an introspective process that will help you recognize where to focus your professional development efforts. Your job title and/or years of experience in healthcare quality are not the only (or strongest) indicators of your level in each domain area. For example, you may only be required to focus on a few of the competency areas in your current role. If you are not able to routinely practice competencies from other domain areas, it will reflect in your results.

It is not necessary to be an Advanced level in all areas, nor would it be expected that healthcare quality professionals are Advanced in all areas, regardless of title, role, education, and/or years of experience. The NAHQ Professional Assessment will simply help you recognize what skills and knowledge will be beneficial to you professionally given your current role, your organization, and your long-term career goals.

And because of NAHQ's commitment to data integrity, we regularly audit the Professional Assessment to ensure its validity.

Why can't I view all the skills in the Healthcare Quality Competency Framework?

NAHQ is a non-profit organization committed to developing the healthcare quality workforce for high-quality, cost-effective care across the continuum. The NAHQ Professional Assessment was determined to be the best method to disseminate these skills and ensure adoption and application.

How long is the subscription?

One year; you will be reminded when it's time to renew.

Do I receive Certified Professional in Healthcare Quality® (CPHQ) CE credits for completing the Professional Assessment?

Yes! Two CPHQ CE credits will be awarded for completing the Professional Assessment and its corresponding evaluation.

Will the Professional Assessment be updated or change in the future?

There may be updates to the Professional Development Guide that provides insights and improvement opportunities, but the Assessment will not change.

Does the Professional Assessment provide a timeline for me to attain my professional development goals?

Setting a timeframe to attain professional development goals will be up to each, individual professional. With a subscription to the Interactive Dashboard, you will have access to resources that provide guidance for goal setting and advancing your knowledge and skills.

How often can I retake the Professional Assessment?

The Professional Assessment can only be taken one time within your year-long subscription period to ensure the integrity of the data.

If I participate in the NAHQ Professional Assessment, should I still pursue the Certified Professional in Healthcare Quality certification?

Yes! The CPHQ is an objective, accredited validation of your healthcare quality knowledge. The NAHQ Professional Assessment is based on your subjective perspective and is intended to help you identify opportunities for professional development.

About the Data

How is the data I provide going to be used in the NAHQ Professional Assessment?

Your Assessment responses are used to calculate your Results. The information you provide in your demographic profile and your Assessment responses are combined with data from other users to produce the comparison data and filtering criteria.

As you learn how you can advance your career, your Professional Assessment responses add to the profession's only proprietary database of the work being done by healthcare quality professionals throughout the healthcare industry, anchored by NAHQ's twice-validated, industry standard Competency Framework.

Why is the data always changing?

Your Results will not change, but as more healthcare quality professionals participate in the Assessment, the percentile data will change based on their results. This makes the Interactive Dashboard more insightful over time, so it is useful to check it on a regular basis.

Is the data statistically significant?

As more people participate in the Assessment, the dashboard will become increasingly more reflective of the current state of the healthcare quality profession. Note that NAHQ regularly performs statistical analysis of the Professional Assessment to ensure its continuing relevancy and validity.

Should I report my results in my annual review?

The results of the NAHQ Professional Assessment are meant to support professional development planning, not performance management. If you discuss your professional development goals during your annual review, you may want to refer to your Results. It is important to note; however, that the results of the Assessment are subjective, as is your annual review.

Definitions

Healthcare Quality Competency Framework	NAHQ's first comprehensive framework of novice, proficient, and expert competencies for the healthcare quality profession. It describes the knowledge and skills required for developing and leading a successful healthcare quality program.
Foundational	These professionals have a working knowledge of healthcare quality concepts if reference and/or context is provided. They can complete some tasks independently but need rules and references.
Proficient	These professionals have a deep understanding of healthcare quality concepts and a holistic approach to problem solving. They complete work independently with deliberate planning, and routinely display a high standard of work. They recognize relevance and variation and can connect common attributes and aspects of key issues.
Advanced	These professionals have a nuanced understanding of healthcare quality concepts, deal with routine matters and issues intuitively, perform a high standard of work independently, and can assess the competence of others. They are flexible and highly proficient; they can develop and communicate strategic vision. They adapt to constantly changing work landscapes using tacit knowledge and experience.
Health Data Analytics	Leverage the organization's analytic environment to help guide data-driven decision-making and inform quality improvement initiatives.
Professional Engagement	Engage in the healthcare quality profession with a commitment to practicing ethically, enhancing one's competence, and advancing the field.
Patient Safety	Cultivate a safe healthcare environment by promoting safe practices, nurturing a just culture and improving processes that detect, mitigate or prevent harm.
Performance and Process Improvement	Use performance and process improvement (PPI), project management and change management methods to support Foundational and clinical quality initiatives, improve performance, and achieve organization goals.
Population Health and Care Transitions	Evaluate and improve healthcare processes and care transitions to advance the efficient, effective and safe care of individuals and defined populations.
Quality Leadership and Integration	Advance the organization's commitment to healthcare quality through collaboration, learning opportunities, and communication. Lead the integration of quality into the fabric of the organization through a coordinated infrastructure to achieve organizational objectives.
Quality Review and Accountability	Direct activities that support compliance with organization-wide voluntary, mandatory and contractual requirements for data acquisition, analysis, reporting, and improvement.

Regulatory and
Accreditation

Direct organization-wide processes for evaluating, monitoring, and improving compliance with internal and external requirements. Lead the organization's processes to prepare for, participate in, and follow up on regulatory, accreditation, and certification assessments and activities.

Tools and Templates

RASCI Chart

A RASCI chart is a simple matrix used to assign roles and responsibilities for each task, milestone, or decision on a project. Here's a simple layout, as an example:

Project Name	Role1	Role2	Role3	Role4	Role5	Outcome	Due Date
Task 1							
Sub Task 1a							
Sub Task 1b							
Task 2							
Sub Task 2a							
Sub Task 2b							

RASCI Definitions

	Stands for	Role	What it means	Rule(s)
R	Responsible	The Do-er	The person responsible for making the task happen; he or she is the prime mover but may not always be the person doing all the work.	All tasks need to have R assigned. Only one R should be assigned per task.
A	Accountable	The Buck Stops Here	The person that signs off on the task to show it was completed properly. May be assigned to those that have some level of approval for broad areas, such resource allocation or budgeting.	Not all tasks need A. Only one A should be assigned per task.
S	Supportive	The Helper	The person who helps R to make the task happen; they are accountable to R for any agreed upon work. It is often S that performs the bulk of the work.	Not all tasks need S. There can be multiple S's assigned to a task.
C	Consulted	In the Loop	The person with specific expertise to provide knowledge or input that R needs to complete the task or make decisions. C has an opportunity to provide input that influences decisions; however, R is not required to follow any advice given.	Not all tasks need C. There can be multiple C's assigned to a task.
I	Informed	Tell Me After/Notify Me	The person who is neither responsible for doing the work, nor overseeing completion of the task(s), but who should be kept up-to-date on progress.	Not all tasks need I. There can be multiple I's assigned to a task.

RASCI Steps

1. Identify project roles
 - a. Note that you might not always need both roles & names. Specifying by roles is helpful if a single person is fulfilling multiple roles and/or there are frequent changes in personnel. Specifying by name is great for simple/smaller projects and/or if multiple people are fulfilling similar roles.
2. Identify project tasks or deliverables
3. Assign the RASCI to each role/task
4. Agree on a final RASCI with the entire project team
5. Approval on final RASCI with the core project stakeholders
6. Make the RASCI chart useful through the life of the project
 - a. Refer to the chart when beginning work on a task.
 - b. Refresh and update the chart if necessary, during the project lifecycle.
 - c. Make sure the entire team can access the chart and receive any updates; use Google docs or other, internal sharing software.
 - d. Use the chart during the project debrief.

Professional Development Plan

There are many different templates that will help document your professional development plans. Here is a simple example that helps you align with NAHQ's Healthcare Competency Framework.

PRIORITY	DOMAIN	COMPETENCY	TARGET PROFICIENCY LEVEL	ACTION(S)	RESOURCE(S) NEEDED	TARGET TIMEFRAME
1						
2						
3						
4						
5						

Healthcare Quality Competency Framework “Wheel”

