# Table of Contents

Table of Contents .................................................................................................................. 2

Self-Assessment: Professional Development Guide ................................................................. 4

Interactive Report ...................................................................................................................... 4
  About the Report .................................................................................................................... 4
  Understanding the Interactive Report ..................................................................................... 4

Professional Development Resources ....................................................................................... 8
  Building your professional develop plan ............................................................................. 8
  Dimension-specific resources ............................................................................................... 8
    Quality Leadership and Integration .................................................................................... 8
    Performance and Process Improvement ............................................................................. 8
    Population Health and Care Transitions .......................................................................... 9
  Health Data Analytics .......................................................................................................... 9
  Patient Safety ....................................................................................................................... 9
  Regulatory and Accreditation .............................................................................................. 10
  Quality Review and Accountability ....................................................................................... 10
  Professional Engagement ..................................................................................................... 10

Resources offered through NAHQ ............................................................................................ 11
  Consider NAHQ Membership .............................................................................................. 11
  Grow your network and give back to the community ............................................................ 11
  Fine additional learning opportunities ................................................................................. 11
  Become a CPHQ ................................................................................................................... 12
  Attend events tailored to your work .................................................................................... 12
  Publish your academic research .......................................................................................... 12
  Looking to make a career change? ...................................................................................... 13

Appendix .................................................................................................................................. 14
  FAQs .................................................................................................................................... 14
    About the NAHQ Self-Assessment ..................................................................................... 14
    About the Data ................................................................................................................... 15
  Definitions ............................................................................................................................ 17
    Healthcare Quality Competency Framework ..................................................................... 17
    Operational ......................................................................................................................... 17
    Managerial .......................................................................................................................... 17

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<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>17</td>
</tr>
<tr>
<td>Health Data Analytics</td>
<td>17</td>
</tr>
<tr>
<td>Professional Engagement</td>
<td>17</td>
</tr>
<tr>
<td>Patient Safety</td>
<td>17</td>
</tr>
<tr>
<td>Performance and Process Improvement</td>
<td>17</td>
</tr>
<tr>
<td>Population Health and Care Transitions</td>
<td>17</td>
</tr>
<tr>
<td>Quality Leadership and Integration</td>
<td>17</td>
</tr>
<tr>
<td>Quality Review and Accountability</td>
<td>17</td>
</tr>
<tr>
<td>Regulatory and Accreditation</td>
<td>18</td>
</tr>
<tr>
<td>Tools and Templates</td>
<td>19</td>
</tr>
<tr>
<td>RASCI Chart</td>
<td>19</td>
</tr>
<tr>
<td>Professional Development Plan</td>
<td>21</td>
</tr>
<tr>
<td>Healthcare Quality Competency Framework &quot;Wheel&quot;</td>
<td>22</td>
</tr>
</tbody>
</table>
Self-Assessment: 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 Self-Assessment: your personalized interactive report and professional development guide.

Note: once you have completed the survey and accessed your Interactive Report, you’ll be able to receive CPHQ CE credit by referring back to My Learning on the NAHQ website.

Interactive Report

About the Report

The Interactive Dashboard displays grouping results based on your responses to the survey. You can view your level in each of the 8 dimensions 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 survey, the data will change and grow. You can access the Report and regularly benchmark and create specific professional development plans.

Understanding the Interactive Report

The red numbers and boxes are explained below.
1. **My Self-Assessment Page**: Use this link to navigate back to the NAHQ Self-Assessment page.

2. **Assessment Overview**: The default view on the Interactive Report is the Assessment Overview; it is designed to provide a summary of your results at the dimension level. The chart plots your level in each of the 8 dimensions. Beneath the chart, you can find your exact numerical scores.

```
Operational  Managerial  Executive
1.0 – 1.6    1.7 – 2.3    2.4 – 3.0
```

3. **Dimension Sort**: Use the drop-down menu to drill down into each of the 8 dimension areas to review the corresponding competency areas.

4. **My Dimension Number**: This section displays your dimension score and the total number of respondents; note that this number will change as more complete the survey. If you apply a filter (see #6 below), you will also see the number of survey participants being compared in the ‘Filtered Respondents’ section.

5. **Dimension Percentile**: The Dimension Percentile indicates your rank among other users based on the filter you select.

6. **Print**: By clicking on the printer icon at the bottom of the report, you will generate a PDF copy of the Interactive Dashboard, which you may save or print a hard copy. Note that because the data changes as more users complete the survey, you will need to access the Dashboard online to view the most current data.

7. **Filters**: You can view your percentile of a select population of NAHQ Self-Assessment participants by filtering on:
   - Primary job responsibility
   - FTE Staff at Location
   - Healthcare Quality Department Staff
   - Highest Education Level
   - Job Level
   - Licensed Beds at Location
   - Primary Employer
   - Primary Responsibility
   - Years Active as HQP
   - Competency Statements

8. **Competency Statements**: This chart plots your level for each competency statement. Beneath the chart, you can find your exact, numerical scores.
Professional Development Resources

All resources found in this guide are meant to support your personal 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 dimension.

Can’t find what you’re looking for? As more survey responses are aggregated into the Interactive Report, 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 Self-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

Dimension-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 stakeholder 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 reports 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.
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 survey citations.
- Allows you to enhance your public speaking skills by providing education on regulatory and accreditation topics.
- Enables you to enhance 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
  - OSHA.gov
  - 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 dimensions. 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.

Fine 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 dimensions 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 executive 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](http://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](https://nahq.org/career-services/careers).
FAQs

About the NAHQ Self-Assessment

How was the Healthcare Quality Competency Framework developed?
The NAHQ Healthcare Quality Competency Framework, which the NAHQ Self-Assessment is based upon, was developed and validated by a diverse group of healthcare quality leaders. These experts categorized healthcare quality work into 8 dimensions, which are comprised of 29 competencies. There are over 450 skills, sorted by level, associated with the framework.

Does the NAHQ Self-Assessment assess competency?
No; the NAHQ Self-Assessment does not assess individual or workforce competency. In the survey, you are evaluating what you are currently doing in your job. The Interactive Report 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 executive level in all 8 dimensions?
All healthcare quality professionals should be at the operational level in all 8 dimensions; 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 levels 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 dimension 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 dimension areas, it will reflect in your results.

It is not necessary to be an executive level in all areas, nor would it be expected that healthcare quality professionals are executives in all areas, regardless of title, role, education, and/or years of experience. The NAHQ Self-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 Self-Assessment to ensure scores are tabulated correctly.

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 Self-Assessment was determined to be the best method to disseminate these skills and ensure adoption and application.

How much does the NAHQ Self-Assessment cost?
Through June 26, 2020, NAHQ members can take and access the NAHQ Self-Assessment for free and nonmembers may purchase a one-year subscription to the NAHQ Self-Assessment for $49. After that date, the subscription rate for NAHQ members is $79 and the nonmember rate is $139.
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 Self-Assessment?
Yes! Two CPHQ CE credits will be awarded for completing the Self-Assessment and its corresponding evaluation.

Will the Self-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 survey will not change.

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

Why is the data always changing?
Your scores will not change, but as more healthcare quality professionals participate in the survey, the percentile data will change based on their results. This makes the report 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 survey, the dashboard will become increasingly more reflective of the current state of the healthcare quality profession. Note that NAHQ regularly audits the Self-Assessment results to ensure scores are being tabulated correctly.

Should I report my results in my annual review?
The results of the NAHQ Self-Assessment are meant to support professional development planning, not performance management. If you discuss your professional development goals during your annual

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review, you may want to refer to your scores. It is important to note; however, that the results of the survey 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. |
| **Operational** | 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. |
| **Managerial** | 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. |
| **Executive** | 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 operational 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 surveys 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:

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Role1</th>
<th>Role2</th>
<th>Role3</th>
<th>Role4</th>
<th>Role5</th>
<th>Outcome</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Sub Task 1a</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Sub Task 1b</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Task 2</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Sub Task 2a</td>
<td></td>
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<tr>
<td>Sub Task 2b</td>
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</tbody>
</table>

RASCI Definitions

<table>
<thead>
<tr>
<th>Stands for</th>
<th>Role</th>
<th>What it means</th>
<th>Rule(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>Responsible</td>
<td>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.</td>
<td>All tasks need to have R assigned. Only one R should be assigned per task.</td>
</tr>
<tr>
<td>A</td>
<td>Accountable</td>
<td>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.</td>
<td>Not all tasks need A. Only one A should be assigned per task.</td>
</tr>
<tr>
<td>S</td>
<td>Supportive</td>
<td>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.</td>
<td>Not all tasks need S. There can be multiple S’s assigned to a task.</td>
</tr>
<tr>
<td>C</td>
<td>Consulted</td>
<td>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</td>
<td>Not all tasks need C. There can be multiple C’s assigned to a task.</td>
</tr>
</tbody>
</table>
provide input that influences decisions; however, R is not required to follow any advice given.

<table>
<thead>
<tr>
<th>I</th>
<th>Informed</th>
<th>Tell Me</th>
<th>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.</th>
<th>Not all tasks need I. There can be multiple I’s assigned to a task.</th>
</tr>
</thead>
</table>

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.

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>DIMENSION</th>
<th>COMPETENCY</th>
<th>TARGET PROFICIENCY LEVEL</th>
<th>ACTION(S)</th>
<th>RESOURCE(S) NEEDED</th>
<th>TARGET TIMEFRAME</th>
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<tbody>
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Healthcare Quality Competency Framework “Wheel”